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# State

Magazine



Focusing U.S. Policy  
in the Americas



Coming in June:  
**The International Joint Commission  
for the Great Lakes**

**State**  
Magazine

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The magazine welcomes State-related news and features. Informal articles work best, accompanied by photographs. *The magazine is unable to acknowledge every submission or make a commitment regarding which issue it will appear in. Every attempt will be made to return photographs upon request. Please include your telephone number or a way to be reached.*

**Articles should not exceed five typewritten, double-spaced pages.** They should also be free of acronyms (with all office names, agencies and organizations spelled out). Photos should include typed captions identifying persons from left to right with job titles.

Please submit material on Apple Macintosh or IBM PC-compatible disks, including a hard copy. Articles may also be e-mailed or faxed to (703) 812-2475. *Faxed material must be typed on 14 point or larger fonts.* The mailing address is **State Magazine**, PER/ER/SMG, SA-6, Room 433, Washington, DC 20522-0602. Contributions may also be left in Room 3811, Main State. The magazine's main number is (703) 516-1667.

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**On the Cover**

Residents of a Bolivian village delight in water gushing from their new community pump.

Inter-American Foundation photo by Mitchell Denburg

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## FROM THE SECRETARY

# Sharing This Hemisphere

Our hemisphere celebrates two important milestones this year. The Organization of American States, one of our most venerable and vibrant international organizations, turns 50. At the same time, President Clinton and I returned from the Second Summit of the Americas in Santiago, where the 34 American democracies met to build on the common vision advanced four years ago in Miami.

The 50 years since the OAS was created have, on balance, been years of coming together for the countries of this hemisphere. With one exception, every government in the hemisphere is now elected freely. Every economy has liberalized its system for investment and trade. And a strong sense of partnership—based on mutual respect—has grown among us.

That progress has accelerated in the last four years, as the spirit of Miami has allowed this hemisphere to make common commitments and take joint actions, unprecedented elsewhere in the world. The Inter-American Convention on Corruption, the first agreement of its kind, served as a model for an Organization for Economic Cooperation and Development document I signed last year. This past November, the OAS Convention Against Illicit Trafficking in Firearms was signed after just eight months of negotiation.

The road to partnership in the Americas has not been smooth or straight. Over the decade, there have been many examples of misunderstanding, perceptions of arrogance and incidents of tragedy and conflict. Leaders and diplomats throughout the hemisphere have worked hard to overcome past sources of division and distrust. The Summit process is a dramatic illustration of their—and our—success.

Today, because relations among American nations are better than ever, there is more work than ever that we can do together.

For example, we are helping to make peace in the Americas and beyond, as partners in settling the Peru-Ecuador conflict—and in helping Bosnians reconcile.

We are building lasting prosperity through trade and helping to make sure that more of the region's people share in the dividends of sound economic policy.

We are sharing in a great work in progress—the building of strong, sustainable Latin American democracies, backed by independent legal systems and vigorous civil societies.

And we are cooperating as never before in the fight against drugs. I saw a good example of this while visiting the U.S. Coast Guard cutter *Dallas* off the coast of Haiti in early April. Even as I met with Haitian, Dominican and U.S. law enforcement officials about our cooperative anti-drug Operation Frontier Lance, the cutter was in hot pursuit of a suspect vessel.

That vessel was ultimately halted by the Colombian navy—apparently after dumping its cocaine cargo at sea. Through our regional cooperation, those drugs did not reach our children, contribute to violence in our streets or enrich the coffers of international crime.

At the Santiago Summit, we built on the achievements of the Miami Summit. Now our job is, as President Clinton has said, to turn “dichos into hechos,” or words into deeds.

The Summit identified four priority areas. First, boosting investment in education as a foundation for success in the next century. Second, strengthening the progress and extending the reach of democracy. Third, expanding trade and economic integration, including the opening of negotiations for a Free Trade Area of the Americas in Miami in June. And fourth, fighting poverty and discrimination to make sure that the benefits of democratization and economic reform reach every citizen of our hemisphere.

Our job as diplomats is not just turning words into deeds. We must also use words better to explain to our fellow citizens why this hemisphere matters, to tell about the progress we have already made, and to share our vision of the Americas united by democracy and cooperating on common interests, to the benefit of all.

I believe there could be no more exciting time to be working on these issues, at home and abroad, as we at long last realize the potential of full partnership with those with whom we share this hemisphere.

Madeleine Albright  
Secretary of State

## LETTERS TO THE EDITOR

### Thanks for Your Web Site

Dear Editor:

Just wanted to say that I am very impressed that *State Magazine* is available on the World Wide Web for all to look at and read. I guarantee that a huge percentage of the citizens who complain they do not know enough do not even try to find the information. Yet, here it is—key-strokes away. Thank you again for all the work it takes to bring us this informative information.

**Sean P. Savery**  
*Alpharetta, Ga.*

### More Information, Please

Dear Editor:

I can accept the budgetary demand for a less ample magazine and applaud the new design. But you've gone too far in reducing the format of the obituaries. If the surviving family prefers that the cause of death not be mentioned in a given case, so be it. But when it does not, it is a matter of prime interest to all. Moreover, those of us who were friends of the deceased certainly knew their surviving family. Their names and city of residence should certainly be mentioned.

**Carl Bastiani**  
*College Park, Md.*

### A Memorial for FSNs

Dear Editor:

Mr. Bernard Woerz, a retired Foreign Service officer, has suggested that the Department and foreign affairs agencies consider establishing memorial plaques, both at posts and in Washington, to honor Foreign Service Nationals who have given their lives in the service of the United States. The Department, in

fact, has a bronze memorial plaque in the courtyard adjacent to the diplomatic entrance. This memorial plaque was announced via ALDAC and Department Notice and dedicated at a ceremony in 1987.

It is impossible to list the names of all FSNs who have lost their lives, since records have not always been kept. The plaque, therefore, does not contain individual names, but represents everyone who has died. In 1987, posts were encouraged to establish individual memorials, listing all names available from post records.

The Department's memorial plaque reads as follows: *Foreign National Employees: In Honor of All Who Have Been Killed in Service of the United States Government.*

**Linda Rhodes**  
*Office of Overseas Employment*

### The Gift of Leave

Dear Editor:

I was recently diagnosed with an illness and exhausted all of my sick and annual leave. In addition to being ill, I had the added stress of worrying about going on Leave Without Pay, being unable to pay my bills, and wondering what would happen to my Foreign Service career.

My career and assignments officer told me about the Leave Recipient Program, and I recalled your article "The Gift of Leave" in the November/December issue. With medical documentation and my office's support, I applied for the program. My bureau's executive office sent an e-mail requesting leave donations for me, and I was overwhelmed by the response. Although I am still out sick occasionally and don't yet know my prognosis, at least I know that for now I don't have to worry about being LWOP or paying my medical bills. Instead, I can concentrate on getting better.

As the list of donors to the Leave Recipient Program is confidential, I wanted to openly and collectively thank my many friends and colleagues here and overseas for their wonderful generosity.

**Heide Rowe**  
*Office of Employee Relations*

### For the Record

Dear Editor:

I enjoyed the November/December 1997 issue highlighting Consular Affairs as the Bureau of the Month. It was a tremendous tribute to all of the bureau's employees committed to public service. In your photograph from New Orleans, however, you identified me as one of those attractive ladies. Alas, I was not. They were Beverly Hitts-Christophe, Vanessa Winins and Rosemarie D'Antonio. I was behind the camera.

**Joyce Gunn**  
*Regional Director*  
*New Orleans Passport Agency*

### Overdue Credit

Jean Fiore, general services specialist at the U.S. Mission to the U.N., took most of the photos for the Post of the Month feature in the September/October 1997 issue. We regret the omission.

*Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity.*

*You can also reach us at:  
statemag@pererwpoa.us-state.gov.*

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## DIRECT FROM THE D.G.

BY EDWARD W. "SKIP" GNEHM JR.



Featured on pages 22 and 23 in this *State Magazine* is an article on the creation of the Family Member Appointment, an initiative to provide many working spouses of Foreign Service personnel with access to retirement and other benefits. This program represents well-deserved (and overdue) recognition of the contributions our family members make to our mission, both overseas and in Washington.

There are currently 2,634 family members employed by our overseas posts, in virtually every aspect of our diplomatic and consular activities. When downsizing in recent years slashed the number of incoming junior officers, Foreign Service family members stepped up to the plate in our busiest consular sections, ensuring that visa services and assistance to U.S. citizens could continue uninterrupted. Although most working family members can be found in our administrative and consular sections, some work as political or economic analysts, nurses and office or information management specialists. The Bureau of Personnel, studying ways to expand the Professional Associates program, is simultaneously looking to include more non-consular positions in the mix. Many other federal agencies also rely on family members to fill important slots overseas. According to the most recent report compiled by the Family Liaison Office, the Foreign Commercial Service employs family members in a number of posts, including Beijing, Singapore and Rome. AID also offers many challenging senior contract positions. And, of course, no overview of family member employment would be complete without a mention of the 180 Community Liaison officers who staff 154 CLO offices worldwide.

Veterans of St. Petersburg and Moscow in the late 1980s will remember the extent to which we counted on our family members to fill the gap when those posts suddenly lost the services of all FSNs in 1986. The situation was complicated by an employment ceiling imposed by the Soviet government, which limited the number of career employees who could be deployed to these posts. In response to this extraordinary need, the Department created the Expanded Family Employment Program, which allowed some family members to receive functional and Russian language training in return for a commitment to work upon arrival at post. In 1992, one mid-level officer in Moscow proclaimed proudly (but with some chagrin)

that his wife, employed in the economics section, had developed a network of contacts superior to his own!

More recently, in Asmara, working family members provided critical backup when five career Foreign Service employees at post deployed to support the President's visit to other posts in Africa. These Part-time, Intermittent, Temporary, or PIT, employees, most of them

new hires, provided support to a visiting team from the Department of Energy, coordinated medevacs and kept the administrative section humming in the absence of their colleagues. And Embassy Bonn, reluctant to hire new local employees who may not wish to make the move to Berlin, reports that it, too, is relying heavily on its family members to fill positions that are now vacant.

The growing numbers of two-income families in the Foreign Service, however, is not without its problems. Just as with tandem couples, the presence of working spouses requires us to ensure that anti-nepotism regulations and policy are meticulously followed. The best way to protect our broad authority to hire family members at post is to ensure that we are not vulnerable to charges of abusing that authority. Working couples (and post management) must bear this in mind as they seek to facilitate family member employment, especially at smaller posts. As more employees make family member career opportunities a priority issue in considering overseas assignments, the bidding process becomes more complicated. Many families consult the employment section of the Family Liaison Office to learn about employment opportunities at posts they are considering. CDA has begun advertising its Professional Associates openings earlier in the bid cycle, so that families can take these opportunities into account as they review the Open Assignments lists. It has also extended the deadline for PA applications, allowing transferring family members more time to ascertain their onward post.

I know that many of you can cite your own examples of posts that depend on the contributions of our family members. While we often speak of these employment opportunities as part of our efforts to be "family friendly," the fact is that we need the work of our family members as much as our family members need the opportunity to work. Family member employment is a win-win proposition. The Bureau of Personnel will continue to explore ways to encourage and facilitate employment by family members. ■

## APPOINTMENTS

### Chief Information Officer Named



Fernando Burbano has been named State's Chief Information Officer. Mr. Burbano will head the new Bureau of Information Resource Management, an assistant secretary-level position. This new bureau merges the previous CIO Office, which was responsible for policy, and the Information Management Bureau, with responsibility for operations. As

manager of the Department's information technology program, Mr. Burbano will report directly to and will be the principal technology adviser to the Secretary and Undersecretary for Management Bonnie Cohen.

Mr. Burbano currently serves as the senior executive service director of the Office of Computer and Communications (operations) and director of Information Systems (policy) for the National Library of Medicine at the National Institutes of Health in Bethesda, Md. Before that, he directed the Office of Information Resources Management for the Peace Corps, served as vice president of Technical Services for Advance Management Inc., and held several other senior technology management positions with the federal government and private industry.

Mr. Burbano received his Bachelor of Arts degree from Louis University in Evanston, Ill., and his master's degree in public administration from American University. He will receive a second master's degree, in information resources management, from Syracuse University in May.

### Owen Named Senior Negotiator

Roberts Owen was recently named Senior Federal Negotiator for Pacific Salmon. Mr. Owen and a team of negotiators representing the governors of Alaska, Oregon and Washington, and the Treaty Indian tribes, will attempt to resolve U.S.-Canadian differences concerning the Pacific Salmon Treaty.

Mr. Owen brings to the team considerable expertise in negotiations and dispute settlement. He served as State's legal adviser from 1979 to 1981 and was senior counsel with the law firm of Covington and Burling. His experience in dispute resolution includes service as the presiding arbitrator for the Brcko Controversy in

Bosnia-Herzegovina, work with Richard Holbrooke during the 1995 Bosnia negotiations, and with former Secretary of State Warren Christopher in the 1980-1981 hostage negotiations.

### Ambassadors Named

George McGovern of South Dakota was recently accorded the rank of ambassador during his tenure as the U.S. representative to the United Nations' Agencies for Food and Agriculture. His nomination was confirmed by the Senate March 6.

Robert T. Grey Jr. of Virginia, U.S. representative to the Conference on Disarmament, was named ambassador March 10.

### Nominations

*Charles R. Stith*—ambassador to Tanzania

*William J. Burns*—ambassador to the Hashemite Kingdom of Jordan

*More complete biographical information will be provided when these nominations are confirmed by the Senate.*

*Ambassador Johnny Young gets the royal treatment—literally—as he is “enthroned” as U.S. ambassador to Togo. The ceremony, complete with native dress, music and food, was held at the U.S. embassy in Lomé.*



## IN THE NEWS

### State Offers Voting Assistance



Voting assistance officers will soon be appointed at all U.S. embassies and consulates to assist U.S. citizens living outside the United States who are eligible to register and vote in the 1998 and 1999 elections.

The appointed officials will provide materials needed by U.S. citizens to register and vote, including the federal postcard application and the federal write-in absentee ballot. They will also publicize the right of U.S. citizens to register and vote and will provide information on elections, candidates and issues.

### Recycling Supports Child Care

Recycling efforts by employees at State and elsewhere raised \$50,700 in 1997 for child care tuition assistance, according to officials in Employee Relations, which oversees the child care center.

The recycling rebates came from recycling efforts by employees at Main State, the National Foreign Affairs Training Center, the International Center and the Foreign Service Club.

In 1998, officials said, more annexes will become involved in the recycling program in an expanded collection program that will include laser toner and ink-jet cartridges.

### State Issues Student Travel Alert

The Department recently distributed information to more than 1,000 colleges and university newspapers to alert students traveling abroad about conditions that may affect their health or safety.

The information campaign is an annual effort by State's Bureau of Consular Affairs to inform the public about possible hazards they may face outside the United States—including the risk of arrest for use or possession of illegal drugs or disorderly behavior connected with alcohol abuse. About one-third of the more than 2,500 Americans arrested overseas each year face charges connected with use or possession of drugs.

### A CALL FOR ARTIFACTS



Plans are under way to upgrade the Department's Hall of Diplomacy, opened in 1996 by then-Secretary Warren Christopher. The revised exhibit is expected to build on the history of American foreign affairs, with increased emphasis on the role diplomacy has played in the lives of U.S. citizens since the nation's founding.

Exhibit planners are counting on current members of the diplomatic community to contribute artifacts to help build a collection reflecting this theme. Appropriate artifacts might include U.S. flags or flags of other nations, especially those flown during diplomatic crises; personal equipment items such as briefcases, goggles worn on a rescue mission, backpacks used to carry essential medicines or supplies, or formal wear worn during a significant event.

For information about the effort, or to contribute an artifact, contact Priscilla Linn by telephone at (202) 663-1279, by fax at (202) 663-1289 or by e-mail at [linnp@panet.us-state.gov](mailto:linnp@panet.us-state.gov).



## From the Editor

### Calling All Bureaus, Posts

If your post or bureau hasn't been featured in *State Magazine* recently, you can do something about it. The editors encourage you to contact them by e-mail, fax or telephone to discuss details. With your help, we can feature your bureau or post soon.

### Our Deadline Has Changed

Effective immediately, *State Magazine's* deadline is the 15th of each month. For example, the deadline for articles to be considered for September's issue is July 15. This schedule change will enable the magazine to be issued earlier each month.

## Consular Excellence Recognized

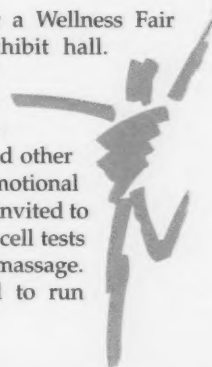
Kathleen Riley, a Foreign Service officer with the American consulate general in Jerusalem, was recently selected the winner of the fourth annual Barbara M. Watson Award for Consular Excellence. She received a certificate signed by Secretary Madeleine Albright and a \$5,000 honorarium.

Ms. Riley was nominated for her innovative and creative leadership, which allowed the consulate general to provide the highest level of consular services to U.S. citizens, Palestinians and Israelis in a turbulent political environment. She is credited with pursuing new avenues to protect the interests of U.S. citizens and contributing in a major way to the advancement of U.S. policy goals in the peace process.

Elizabeth "Susie" Pratt, chief of the nonimmigrant visa unit in São Paulo, and Michael Jacobsen, chief of the American citizen services unit in Bogotá, were runners-up in the competition. Each received a \$2,000 honorarium.

## Wellness Fair Slated

The Department will sponsor a Wellness Fair May 20 in the Main State exhibit hall. Vendors from a wide range of local and private organizations will offer information about nutrition, exercise, health care and other issues related to physical and emotional health. Visitors to the fair will be invited to take vision, glaucoma and sickle cell tests and to enjoy a facial or mini-massage. The Wellness Fair is scheduled to run from 10 a.m. to 3 p.m.



## Songs for Unsung Heroes

Secretary Madeleine Albright thanked nearly 300 individuals—from bus drivers and security guards to cleaning crews—for their contributions to the Department's overall mission during the second annual "Unsung Heroes Awards" ceremony on April 14 in Main State's Dean Acheson Auditorium.

Undersecretary Bonnie Cohen and Assistant Secretary Patrick Kennedy also commended the employees for their "untiring devotion to duty and personal commitment to excellence." Ambassador Andrew Winter presented certificates of appreciation to 280 cafeteria, custodial, motor pool, facility management, security and other staff members at the morning event, organized by Army Sgt. Maj. Walter R. Bruce of the Defense Liaison Office.

The unsung heroes concept, the noncommissioned officer said, is to honor State employees occupying "thankless jobs." The first event was held last July in the courtyard, where 60 cafeteria staff members were recognized.

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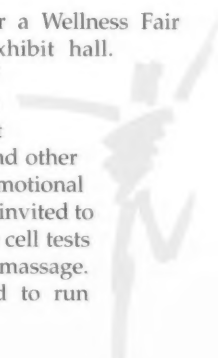
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## SAFETY SCENE

BY STEPHEN URMAN

**Q.** I've had a contractor propose to clean the air-conditioning ducts in our facility using an antimicrobial chemical. Is this a good idea?—EUR

**A.** Generally, we do not recommend that duct interiors be cleaned unless they are infested with vermin, are clogged with dust and debris or show substantial visible mold growth. An antimicrobial product should be used only if substantial, visible microbial growth is identified during an inspection of the interior of the duct systems. In this case, only an Environmental Protection Agency-registered product should be used, following the manufacturer's instructions exactly. Liquid antimicrobials should not be used on ducts that are internally lined with materials such as fiberglass. Usually a good detergent is just as effective and not likely to cause adverse health effects for building occupants.

**Q.** I have young children and have just moved to a post that has swimming pools. I know that adult supervision is very important. Is there anything else I should be aware of?—ARA

**A.** The most important preventative measures are responsible, caring adult supervision and a means to keep unsupervised children out of the pool area. Children younger than 4 years old account for 75 percent of all pool drownings, and most of these occur in residential pools. Typically there is a short lapse of supervision lasting only a few minutes—which is enough time for a toddler to end up in the pool and drown. Frequently, parents leave toddlers in the care of older children who are unable to respond quickly and appropriately to a drowning. Minimum safety specifications for fencing and gate latches have been established to discourage climbing the fence or unlatching the gates. The fence or wall should be at least 5 feet high, although 7 feet is ideal. Consult your post occupational safety and health officer for other swimming pool rules and specifications.



*This column is written by Stephen Urman, director of the Office of Safety/Health and Environmental Management. You may send questions to Mr. Urman at A/FBO/OPS/SAF, SA-6, Room L-300, Washington, DC 20522, or write to the editor. (Your privacy will be respected.) Department policy prohibits reprisal actions against employees who express concerns regarding unsafe or unhealthful working conditions.*

**Q.** We have cockroaches in our house. I've been trying to use bait stations and an aerosol roach spray to control them, but it's not working very well. Any advice?—NEA

**A.** If the cockroaches are not entering the bait station, you may be using the spray too closely and repelling the roaches. Don't skimp on the number of bait stations, and place them where roaches are active, particularly in corners and other tight spots. Use at least four to six per 100 square feet of room area. About every three months or earlier in dusty areas, bait stations should be replaced. There is a remote possibility that the roaches have become resistant to the bait, but exhaust the other possibilities before switching the type of bait. Along with these self-help pesticides, don't forget about sealing cracks and crevices where roaches hide and openings around pipes through which they pass easily. Of course, eliminating clutter, roach food and moisture sources is important as well.

**Q.** My neighbor recently had a small fire on her kitchen stove. I couldn't believe the mess from such a small fire. What kind of fire extinguisher can I get to prevent it from happening to me?—D.C.

**A.** Obviously the best advice is to prevent a fire in the first place. But if something on the stove does catch fire, the best action is to turn the heat off and place a tight-fitting cover on the pan. Do not try to move the pan to the sink. Too often the pan is dropped because it is too hot, and the fire is spread when the contents spill. Do not try to cover the fire with a towel. The towel cannot smother the fire as well as a tight-fitting lid, and the towel will burn, making the fire larger. If something in the oven is on fire, turn off the heat and let it cool on its own. Do not open the oven door. This will give the fire more oxygen to burn. Extinguishers should be used only if these actions fail. All too often the extinguisher, if not used correctly, can spread the fire, especially in the event of a grease fire. If you are assigned overseas, contact the post occupational safety and health officer, who should have a video on safe cooking available for you to borrow.

*A State expert offers some startling information about computer security.*

By Calvin Reimer

**I**n the State Department, our most basic and important functions revolve around information. We gather it, analyze it, share it and store it.

Computers help us do all those things better, faster and cheaper than we could before, and we depend almost completely on computers to get our jobs done. A recent private-sector survey of several hundred U.S. firms concluded that most companies, if deprived of access to their computers for 10 days or more, would never recover financially!

It's rare that a week goes by that there isn't something in the headlines about computer-based spying, computer crime or hackers. Computers are also helping the bad guys do things better, faster and cheaper. So computer security, once a field limited to cryptic scientists, is getting a lot of public attention.

How does computer security help the average employee? In general, we are concerned about the CIA—the Confidentiality, Integrity and Availability—of the information in our computer systems. Think of confidentiality as privacy or simply keeping secrets. Integrity can be described as making sure that what we put into the computer didn't get changed in some way we didn't intend. And availability is being able to print out, share or view our information whenever we want it.

How do computers handle confidentiality? In most cases, not nearly as well as we would like to think. Let's look at an example: How many times have you or someone you knew been able to recover a computer document you thought was lost and gone forever? If you have written something by hand on a piece of paper, when you erase it you can see that it's gone. But when you "erase" a computer file, it's often not really gone. In fact, computers that run Microsoft DOS, Windows,

# Where did my file go?



or Windows 95 don't erase the file at all. When a computer puts files on a disk, it creates an index so it can quickly find that file the next time it needs it. When you tell the computer to erase that file, it simply changes the index entry. It does not automatically erase or overwrite the file itself. If you know how to look for the file without using that index, you can probably find the entire file. In fact, for about \$50, anyone can buy a copy of Norton Utilities, which can be used to recover lots of files you once thought were gone. Even the new, "secure" Windows NT doesn't really handle file erasing very securely.

But we don't even have to get that technical to describe a confidentiality problem with computers. Did you know that Microsoft Word has a feature that automatically makes a backup copy of every document you write? Most modern word processing programs have this feature.

This is a helpful feature when you've accidentally ruined your original copy. But what happens when you want to get rid of that sensitive document you wrote several months ago? You can erase or delete the original and the casual computer snoop won't see it, but that doesn't mean the second copy is gone too.

If it's that easy to recover old documents thought long gone, you have to assume that there are people out there who don't have our best interests at heart and know how to do this. In fact, even novice hackers have tools and techniques that are considerably more powerful than what I've just described. And the Internet is full of programs anyone can use to read your files and do other nefarious things.

This is just one example of how the confidentiality of files in a computer system can be compromised. There are enough other examples to keep thousands of computer security specialists employed throughout the public and private sectors for many years to come.

So how can you protect your computer files? Increasing your awareness is the most important step. The next step is to apply that awareness on the job.

For more about what you can do to help improve computer security, contact your regional, post or unit security officer. ■

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*The author is an information security instructor at the Diplomatic Security Training Center in Dunn Loring, Va.*

Bureau of the Month:

# INTER-AMERICAN AFFAIRS



*Trade is on the increase throughout the Americas. Here, a Mexican farmer loads sacks of coffee beans on a horse to be processed for export.*

The culmination of what has been dubbed the “Year of the Americas” was the Santiago Summit in April. It marked the third time in 12 months that the President visited the region, and another milestone in building substantive, sustainable relations among the United States’ Western Hemisphere partners.

For State’s Bureau of Inter-American Affairs, or ARA, preparing for the summit and the high-level trips was a collective and rewarding effort. The growth in freedom and prosperity among the 34 democratic countries of the Americas is proof of U.S. policy success, and of the need for continued hard work to ensure that none of these trends is reversed.

“The summit process that began in Miami in 1994 has taken hold,” said Mark Wells, a member of ARA’s office of summit coordination since its inception, “and it has become an umbrella under which dozens of hemispheric initiatives are carried out.”

The implication is that multilateralism and greater consultation among key regional players will undoubtedly have an impact on U.S. policy. Internally, the bureau already has become a focus of policy coordination among key U.S. government players—including the Departments of Justice, Commerce and Education and the Office of National Drug Control Policy—all having significant stakes in the region.

The close tie-in between foreign policy issues and domestic policy concerns has always given ARA its distinctive mark. Geographic proximity with Mexico and the Caribbean nations is not the only factor. The common heritage; the influence of Spanish, French, Portuguese, English, Dutch, African, East Indian and indigenous languages and culture; immigration and travel from Latin America and the Caribbean; and the often-conflicting voices of political constituencies at home all mean that ARA’s work comes under close scrutiny. The fast-growing Hispanic population in the United States has attracted increased interest in the bureau’s work. Congress’ watchful eye is trained on the annual drug certification process, aid efforts, trade and the United

Inter-American Foundation photo by Stella Johnson

*An emphasis on education is helping Bolivia and the rest of the Americas prepare for the challenges of the next century.*

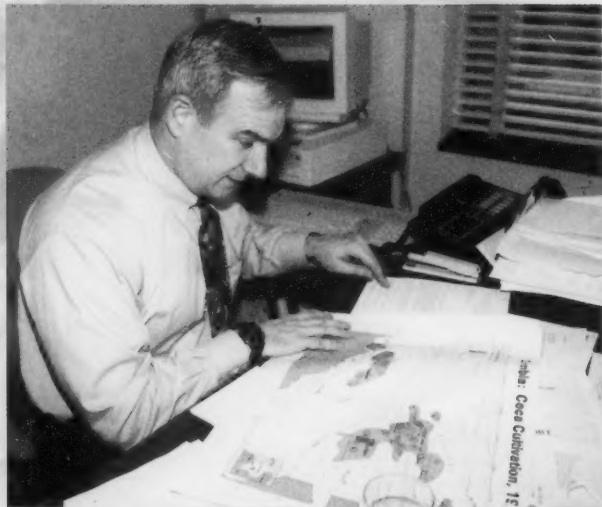




*Background: Surveillance photos of narcotics being loaded aboard a ship in Colombia.*

*Left: U.S. federal law enforcement officials seize the shipment in Miami. Counterdrug efforts and law enforcement cooperation are increasing.*

*Below: Col. Jeff Bischoff, ARA's special adviser for counternarcotics, studies a map on coca cultivation in Colombia. U.S. assistance to Colombia for drug crop eradication is the largest such program in the world.*







*Above: Assistant Secretary for Inter-American Affairs Jeffrey Davidow, left, chats with students in ARA's internship program. Seated from left are Michael Bether, Peter Feldman, Juliana Aynes, Mason Dye, Michelle Gray and Adriana Attento.*

States' new arms transfer policy. Nevertheless, there are fewer contentious issues today dividing the American public than in the 1970s and 1980s, thanks to the spread of democracy and free-market economies.

The exception to the rule is, of course, Cuba and the communist regime of Fidel Castro. The U.S. government recently focused on new ways to reach out to the Cuban people without rewarding Castro's anachronistic policies. The Office of Cuban Affairs, or CCA, was at the forefront of crafting this outreach, including the resumption of direct charter flights and family remittances to Cuba. What happens on (or off) the island sparks intense debate in Congress, within the Cuban-American community and in the media. Aside from overall policy coordination, CCA gets involved in immigration and migration issues, promoting human rights and encouraging other countries to do the same. The office also is responsible for implementing the Helms-Burton legislation, or Libertad Act, that governs U.S. policy toward Cuba, including the economic embargo.

Building on the success of the North American Free Trade Agreement, or NAFTA,

*Below: Ron Godard, second from left, deputy chief of mission at the Organization of American States, reviews summit issues at an OAS meeting.*





*The North American Free Trade Agreement and anticipated Free Trade Area of the Americas are promoting prosperity throughout the region.*

Inter-American Foundation photo by Stella Johnson

among Mexico, Canada and the United States, the year 2005 was set in Santiago as the target date for the Free Trade Area of the Americas. The close hemispheric network of trade relations building up to it will constitute a motor of prosperity in coming decades.

"I would argue that this is the world's most dynamic region today," said Principal Deputy Assistant Secretary Pete Romero. "Our growth rate of exports to the region is twice as high as that to the rest of the world, and in 10 years we will be exporting more to Latin America and the Caribbean as a whole than to Europe and Japan combined."

Meanwhile there is wide recognition that the region's openness and prosperity are masking problems of transnational scope. "The negative indicators cannot be discounted," Romero said. "Whether it's narcotics or corruption or depletion of natural resources in the Amazon, we see that concerted action is a sine qua non."

Engagement on so many fronts makes ARA a challenging place to work. "I feel the issues we are dealing with have an impact on people's lives," said Hazel Thomas in the Haiti Working Group. "And as an Afro-American I care about the plight of the Haitian people."

Closer to home, for Rachel Trueman in Mexican Affairs, the daily bustle of calls and inquiries from travelers, businesspeople and concerned citizens about relations with the United States' next-door neighbor to the south is fascinating. "You get to see such a variety of problems that there's never a dull moment," she said.

Based on policy agreements signed by President Bill Clinton and Mexican President Ernesto Zedillo, the bureau is busy implementing a joint program to improve the quality of life for millions of U.S. and Mexican residents. This is tangible proof of foreign policy in action.

Represented by more than 40 posts, ARA carries out a full range of business promotion, advocacy and consular services to respond to growing American private-citizen engagement throughout the hemisphere.

"The bureau's interaction with the public is a major focus of all our activities, and the proliferation of vehicles for dialogue with the public is phenomenal," said Public Affairs Specialist Margy



Inter-American Foundation photo by Mitchell Denburg

*Above: The Reyes family in Chile is enjoying the spread of democracy and free-market economics throughout the region.*

*Below: Area employees say the issues they deal with directly affect the lives of people like this Haitian basket weaver.*



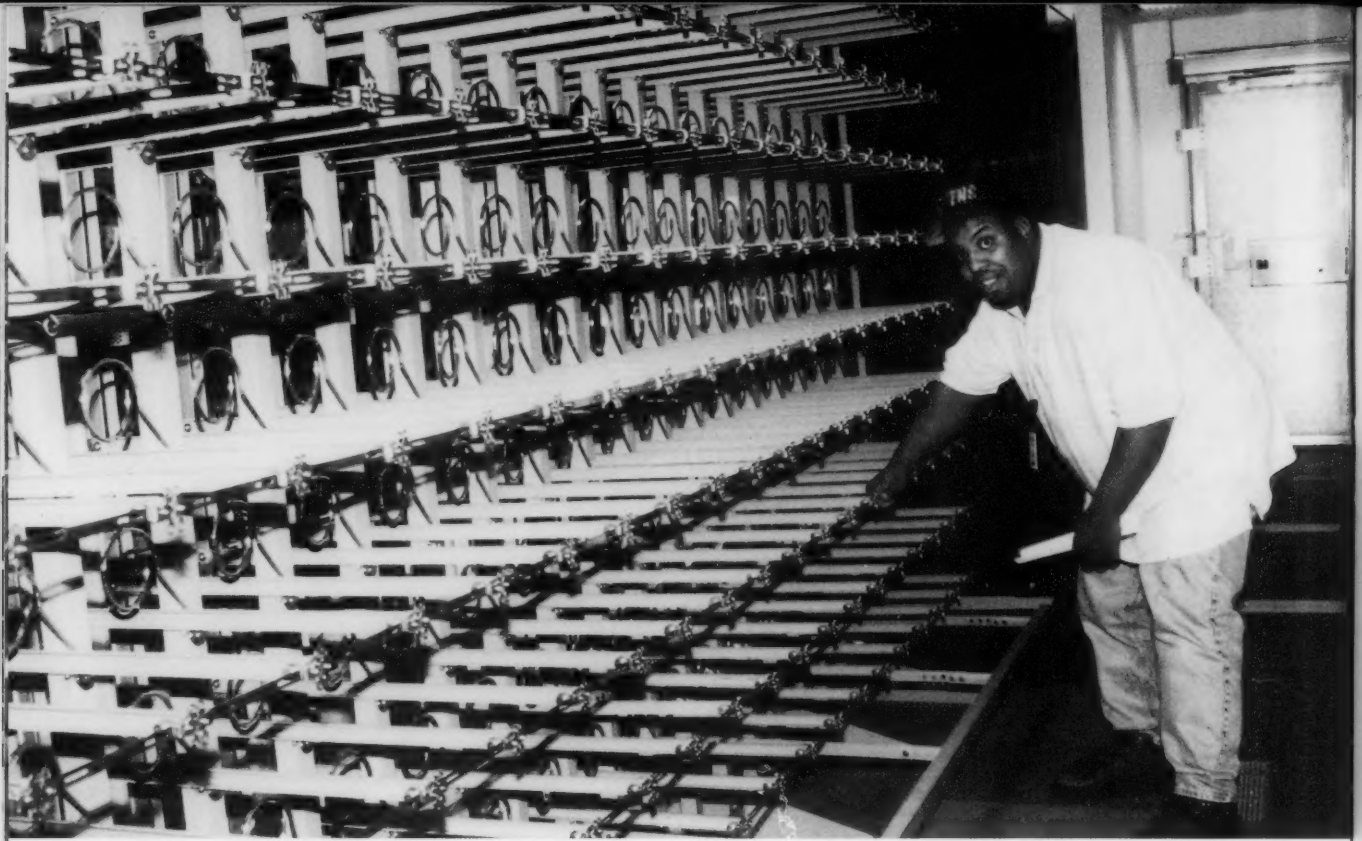
Inter-American Foundation photo by Mitchell Denburg

Weisskohl. "It's been revolutionized by the Internet, and we've seen hits on our own home page grow from only a few hundred a month to more than 4,000 monthly when the President and Secretary visit the region. We're sending out more speakers now than ever, having done more than 150 events in 1997 alone in more than 40 U.S. cities."

The traditional ways of informing people through wire services, newspapers, magazines and the evening news have given way to more interactive, self-directed media outlets. People are increasingly turning to the Internet, global networks such as CNN, four major Spanish-language domestic TV networks, and videoconferencing for their information.

When there's a conflict or major diplomatic breakthrough, it's a full-court press to use all means at our disposal to get the word out and explain its importance. "Since peace has come to the region, we have gotten more calls related to the investment climate and conditions in general. This goes hand in hand with our new regional agenda that emphasizes such issues as trade, the environment and law enforcement cooperation," observed Central American Affairs Deputy Director Paul Trivelli.

For those who work in ARA, the threshold of the 21st century is more than just a symbolic date. It means keeping pace with the needs of people who are increasingly active in the Americas, and who see the need to communicate how policy and events affect day-to-day life and people's plans for the future. ■



*Technician Thadius Harrell installs a new main distribution frame at the Beltsville Center.*

# At Beltsville, They Get the Message

By John S. Hedges III

**W**ars. Fires. Terrorist activities. Power interruptions. All have the capacity to disrupt or knock out telecommunications between State and its activities abroad—theoretically bringing the Department's mission to a screaming halt.

At least that was the case before 1985, when the Department's primary telecommunications system resided at Main State. But State leaders recognized the threat catastrophic disasters and emergencies could pose, not only to the Department, but to U.S. foreign affairs. They convinced Congress that security interests demanded rapid, reliable and secure worldwide communications to support foreign affairs under all conditions.

Congress authorized funds for State to build a backup communications facility, the Beltsville Communications Center, in 1984. The center, run by seven State employees, opened for business the following year in Beltsville, Md., between Washington and Baltimore.

The center, now called the Beltsville Messaging Center, has expanded to become a major communications network management center. The facility is pivotal to the Department's communications and serves as the primary hub for its Diplomatic Telecommunications Service Global Network.

Working out of a 142,000-square-foot complex, the center's 32 Civil Service and Foreign Service employees and 56

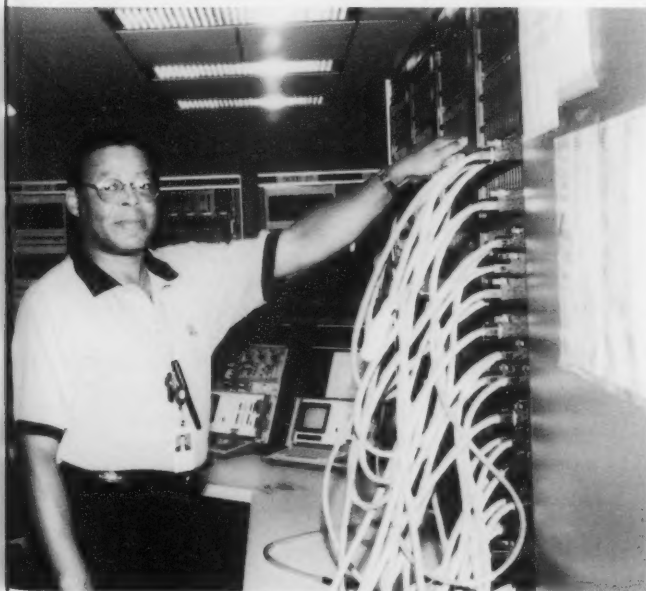
contract support personnel are responsible for eliminating the potential for disruption or loss of telecommunications between the Department and its mission abroad.

State's Alternate Communications Center, housed within the complex, permits messages to be relayed without being routed through State's primary communications center. The center relays more than 143,000 official records and 90,000 data messages each day, supporting more than 250 diplomatic posts and 60 U.S. and overseas foreign affairs agencies. The Alternate Communications Center also provides a backup for the terminal functions to the Secretary and other offices at Main State, ensuring that principals would receive paper copies of electronic communications in the event of a major loss of communications.

The Beltsville Messaging Center operates a regional relay facility that's connected to overseas posts, the White House, the Federal Emergency Management Agency, the Central Intelligence Agency and the rest of the intelligence community, the U.S. Information Agency, the Departments of Commerce and Agriculture, and military communications facilities to provide alternate communications paths.

The mission demands that the Beltsville complex be prepared to continue operations when Main State's communications center cannot. In that event, the Beltsville facility, reinforced with an uninterrupted power source augmented by four diesel-powered generators, would continue the Department's official message telegraphic network. An on-

*Senior Technical Controller Lawrence Martin places an interrupted circuit on an alternate route.*



*Supervisors Bob Kita, left, and Mary Gibson, center, and administrator Roy Baker schedule preventive maintenance and software upgrades.*

site fuel storage facility would sustain the site for at least 38 days. And a 150,000-gallon water tank, added in 1993, would keep the center running for at least eight days in the event that public water was accidentally interrupted. The site consumes 8,000 to 10,000 gallons of water every day to maintain proper ambient temperature and humidity in the equipment areas and to cool the mainframe computers.

The center's operation demands tight security, and increasingly elaborate physical security controls and devices are being installed. The building is protected by a center-circuit TV system monitored by security guards 24 hours a day. Entrance to the grounds is controlled by card key access and can be remotely activated by the guards.

While enhancing its systems, the Beltsville complex has experienced growth in recent years. In 1991, the Foreign Affairs Data Processing Center moved into a 99,000-square-foot addition to the Beltsville complex. The center consists of mainframe arrays that support the U.S. Customs Service's International Border Inspection Service, State's Consular Lookout and Support System for Consular Affairs and the Central Financial Management System. The Beltsville complex provides all connectivity between the users and the FADPC mainframes at Beltsville and in Washington.

Three years ago, the Beltsville complex welcomed a tenant organization, the U.S. Agency for International Development, which installed its mainframe array at Beltsville. This system serves as the central delivery point for USAID's agency-wide information and technology services. The Beltsville communications center supports the operation by providing all connectivity between USAID's users and the mainframe equipment. Last year, USAID also moved its Emergency Operations Center to Beltsville. ■

*The author is chief of the Beltsville Messaging Center.*



*In this Memorial Day issue, State Magazine honors members of the diplomatic community who died serving their country.*

# *Diplomacy's Fallen Heroes*

By David T. Jones

Plaques mounted just inside the C Street entrance to Main State bear the names of 177 men and women who gave their lives in diplomatic service. Those names—some from State, but others from the U.S. Agency for International Development, the U.S. Information Agency and other foreign affairs agencies, as well as the military—stand as a testament to the potential costs of diplomacy. Here are some of the stories behind those names.

## **Watery graves**

"Lost at sea" is a term that sounds archaic. Today, diplomats worry about plane crashes and automobile accidents: If they think at all of travel by sea, it's to lament that it has been virtually eliminated these past decades, and to recall it as a touch of luxury in diplomatic travel. It's difficult for us to think of travel by sea as dangerous, despite occasional reports of merchant ship and fishing vessel sinkings.

For diplomats of the 18th and 19th centuries, however, sea travel was the only way to reach overseas posts. It was difficult and frequently dangerous. Of the 53 U.S. diplomats who died under tragic or heroic circumstances between 1780 and 1918, seven were lost at sea.

The first U.S. diplomat to suffer this fate was Col. William Palfrey. Selected by the Continental Congress on Nov. 4, 1780, as consul general to France, he was directed,

besides fulfilling his consular functions, to receive and forward all supplies of clothing, medicine, arms and ammunition obtainable in France and "to assist in directing our naval affairs." Col. Palfrey, paymaster general of the Continental Army and an aide to Gen. George Washington, was noted for handwriting of "unsurpassed beauty" and as "a gentleman of the old school, polite, manly and elegant." Departing Dec. 20, 1780, from Chester, Pa., on the 16-gun ship *Shillala*, he stopped briefly at Wilmington, Del., to send a note to his wife and family. The ship was never heard from again.

## **More drownings**

Rounseville Wildman, a turn-of-the-century East Asian expert, was consul in Singapore in 1890, then consul and consul general in Hong Kong. He and his family were returning to the United States for a long-deferred leave when their ship, the *Rio de Janeiro*, sank in San Francisco harbor on Feb. 22, 1901, with a loss of 128 lives, theirs included.

Two U.S. diplomats were lost at sea in World War I. The first, Robert McNeely, consul in Aden, was killed when his ship, the *Persia*, was torpedoed in the Mediterranean on Dec. 20, 1915, while he was en route to post for his initial assignment.

By contrast, Alfred Gottschalk was a long-time consul and diplomat. Though he had started his career as a correspondent for the *New York Herald* and the *London Telegraph* during the Spanish-American War and had then

become a sugar planter in Santo Domingo and Haiti, he was encouraged personally by then-Secretary of State John Hay to enter the consular service. Mr. Gottschalk was appointed a consular officer in 1902. He served in Latin America and Mexico until 1908, and then was appointed consular inspector for the Near East and Africa.

As an inspector, Mr. Gottschalk must have been something of a terror. Described in contemporary accounts as "always immaculately attired," on an assignment he could quickly "size up the place, in all its aspects, past, present and future." Inspecting the consular offices, he was "particularly inquisitive about mysterious drawers and obscure corners" and "did not permit any temporizing with slothfulness." In his own correspondence, he suggested that an inspector "should be 25, have the brains of 50, the physique of an athlete and large private means."

Appointed as consul general in Brazil, Mr. Gottschalk was highly successful, operating in Portuguese, Spanish, French, German and Italian, and being described in a publication of the era as "a constant agent in translating the spirit and life of our nation to other nationalities."

Although 45 years old when the United States entered World War I, Mr. Gottschalk was determined to volunteer for military service. He wrote to his old company commander offering the services of "a portly person growing gray at the temples but who can still ride a little." Without awaiting a reply, Mr. Gottschalk accepted a Navy invitation to proceed to the United States on the *Cyclops*, a coal ship carrying 10,000 tons of manganese and 234 passengers and crew. The vessel disappeared, with all aboard lost, in June 1918, and no trace of it was ever found. With the German admiralty denying after the war any knowledge of the fate of the vessel, the best judgment is that a severe storm capsized it.

### Diplomats are murdered

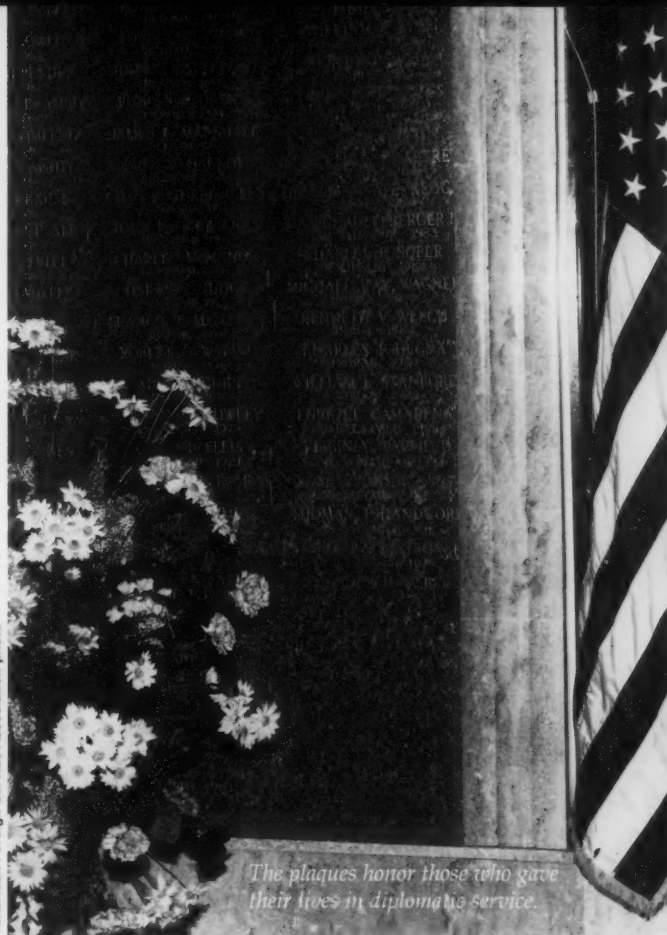
Accustomed as we are today to the murder of Foreign Service people by terrorists, it's somewhat surprising that more early diplomats weren't killed during the 18th and 19th centuries. Of the 36 deaths between 1900 and 1965 that are represented on the plaques, only five were by violence, and before 1900 only two U.S. diplomats were murdered.

On the first of these, Harris E. Fudger, consul at Santa Marta, Colombia, I found little information beyond a dispatch from the legation in Bogotá dated July 17, 1826, saying he was "stabbed in the heart with his own sword, his throat cut and his trunks pillaged of their contents." The murderers were never identified.

### The slave trade

Victor F.W. Stanwood, the second murder victim listed on the plaque, met his fate in Madagascar in 1888—during a period characterized by increasing political disorder and domestic chaos as the country stumbled toward the 1895 French takeover.

Mr. Stanwood, a consular agent, was stationed on Madagascar's west coast, at Andakabe, while the consul was located at the principal port of Tamatave, on the east coast. Political circumstances in Mr. Stanwood's district,



American Foreign Service Association photo

as described at the time, have a contemporary sound: The local Sukalava tribe was seeking greater autonomy from the weak central government. Inciting further disorder were slave traders, operating under the U.S. flag, who procured slaves from the Sukalavas in return for weapons and munitions to sustain their rebellion.

Mr. Stanwood produced an inch-thick set of reports, dating from August 1887, systematically forwarding them to the consul in Tamatave urging U.S. intervention to eliminate the slave trade in the Andakabe region. He detailed information on the slave traders and their use of the U.S. flag and recounted repeated threats on his life from the traders. The newly arrived consul sat on Mr. Stanwood's reports, commenting in a report of his own to Washington in February 1888 only that he had to be "prudent" about transmitting the Stanwood reports because the author had "a reputation for exaggeration." Finally, in October, he sent the reports forward—but before they arrived in Washington, Mr. Stanwood was dead.

The exact circumstances of his demise are unclear. On Nov. 5, Mr. Stanwood, who had noted in one of his reports that "no one yet has ever had the temerity to say I am a coward" and who apparently had gone armed for months, was investigating "irregularities" relating to the schooner *Solitaire* at a port south of Andakabe. The ship reportedly was partly loaded with firearms, and it was there that Mr.

Stanwood was shot by a Captain du Verge. Information on Mr. Stanwood's death didn't reach the consul until Dec. 9. Captain du Verge was never charged in the killing.

### Violent visa-seeker

In perhaps a more tranquil Beirut in 1935, J. Theodore "Ted" Marriner met the consular officer's nightmare—a violent rejected-visa applicant. Appointed consul general in Beirut, then a part of Syria, in November 1935, Mr. Marriner was shot on Oct. 12, 1937 as he was leaving his car in front of the consulate. His assailant reportedly had been denied a visa because of insanity in his family.

Again in the Middle East, and closer to our times and political circumstances, was the death in 1948 of Thomas C. Wasson, consul general in Jerusalem. At the time, political control of the city was still undecided, and there was sporadic fighting. Against this background, Mr. Wasson was selected for the position because of his reputation for personal courage as well as competence. He was serving as the U.S. representative on the three-man truce commission of the United Nations Security Council. While return-

ing May 21 on foot from a commission meeting that had attempted to arrange a cease-fire, Mr. Wasson was shot by an unidentified sniper. The sniper also mortally wounded Herbert M. Walker, a Navy communicator assigned to the consulate, who had tried to rescue Mr. Wasson. The diplomat died shortly afterward of his wounds, but not before sending his last official message—a commendation for a civilian guard who had carried Mr. Walker to safety before he died of his injuries.

An editorial in the *Boston Traveler* on Mr. Wasson's death still has resonance today: "It is well to remember when we hear of the State Department and the diplomat's suave approach under fire that there are men like Thomas C. Wasson under physical fire, still diplomats, still suave, courageous with the courage of the man who assumes that it is part of his job and never thinks about it." ■

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*The author, who retired from the Foreign Service earlier this year, wrote this article after reviewing the files of the American Foreign Service Association and previous copies of its Foreign Service Journal and the forerunner of State Magazine.*

## Plaque to Receive New Name

The name of a 28-year-old Foreign Service officer killed during a 1996 hijacking will be added to those on the American Foreign Service Association Memorial Plaque during Foreign Service Day activities on May 8.

Leslianne Shedd loved everything about Africa. She'd served as vice consul in Abidjan and was commercial/economic officer in Addis Ababa when the incident occurred. In November 1996, she boarded Ethiopian Airlines Flight 961, looking forward to a Thanksgiving visit with friends in Nairobi. She never made it there.

The aircraft was hijacked by Ethiopian criminals, ran out of fuel and crashed into the ocean near the Comoros Islands, killing Ms. Shedd and 126 other passengers.

An Italian diplomat seated beside Ms. Shedd recalled that she remained calm and comforting during the hijacking, helping reduce panic among the passengers and encouraging and inspiring those around her until the last seconds of her life.

The diplomat credited Ms. Shedd with saving her life. Other passenger accounts confirmed that she displayed courage and concern for others as the crash became imminent.

"Perhaps you can take some comfort from reports we received from survivors of the air crash that Leslianne was a great source of comfort to others in the doomed aircraft," acting Undersecretary Pat Kennedy wrote in a State cable. "In the finest tradition of the Foreign Service, Leslianne, to the very end, retained her composure and helped others. We can all be proud of her."

A scholarship fund has been established in her memory at the University of Washington, her alma mater. Contributions can be sent to: Shedd Memorial Fund, University of Washington, Jackson School of International Studies, Box 35360, Seattle, WA 98195.



*Leslianne Shedd will be memorialized May 8.*

Shedd family photo



# Planning for Retirement

By Carl Goodman

*It's never too early.*

That message was clear for the nearly 200 employees attending a recent State Department-sponsored, five-day, interagency seminar on retirement planning. The attendees were among 10,000 employees from State and other agencies who by this summer will have attended the seminar, conducted since 1987, according to Jacqueline "Jackie" L. Manley, seminar coordinator.

Ms. Manley, a senior counselor, said the interagency sessions are conducted four times each year to help employees prepare for this transition. Presentations cover financial planning, taxes, annuities and benefits, will and estate planning, health insurance issues, relocation and job opportunities.

The audience at the most recent session was a mix of Foreign and Civil Service employees, and their questions strongly reflected their individual concerns—from inheritance taxes to Social Security benefits.

Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, urged participants to take advantage of the information offered. "By exposing you to these many topics,

we want to ensure that each of you will be at least as effective and successful in your upcoming endeavors as you have been during your long and distinguished public service tenure," he said.

In his March column for *State Magazine*, Mr. Gnehm noted that the first of the baby-boomer generation will be eligible to retire in the year 2001, triggering an unprecedented exodus of employees. Between 2000 and 2003, he said, annual Civil Service retirements are expected to increase by 47 percent, signaling a trend that's unlikely to peak before 2006.

About 400 State employees retired in 1997, according to Gary Dietrich, director of the Office of Retirement and Career Transition. The average retirement age and number of years of service for Civil Service employees were 63 and 29, respectively. For the Foreign Service, it was age 57 and 28 years of service.

Among the 21 husband-wife teams attending the seminar were Carl and Kathy Gee, who have more than a half century of combined Civil Service employment. They found the sessions on taxes and estate planning helpful, especially the part about the importance of a will and how to pass assets to their children.

"It certainly made me rethink putting away money in the children's names," said Mr. Gee, a security specialist with Diplomatic Security. His wife is a secretary with Consular Affairs. The couple, who met at State, have three daughters, ages 19, 15 and 7.

The Gees found the sessions on Social Security, nutrition and health helpful. "It's nice to know you're not at the end of the road," observed Mr. Gee, who said the seminar



Seminar coordinator  
Jackie Manley.

should be offered to employees during mid-career, when they've settled in, and then toward the end. He liked the idea of attending with his spouse. "After all, we're a team," he said.

Bruce and Sharon Duncombe a Foreign Service couple, also attended the seminar. Mr. Duncombe, who joined the Historian's Office in the Bureau of Public Affairs in 1995, described the sessions on annuities, estate planning and taxes as "valuable," but disputed the nutritionist's recommendations to "graze" rather than eat three full meals daily. "I believe in old-fashioned family dinners myself," he said.

Following the seminar, Mr. Duncombe attended the Job Search Program at the Foreign Service Institute, where he studied résumé writing and job interviewing. He called the program a good "reality check." "It helps you understand who you are," he said.

Ms. Manley is currently lining up speakers for 1999. "They're in such demand," she said. And she's listening especially closely to the sessions these days—admitting she has thoughts of retiring herself. ■



Seminar participants  
Kathy and Carl Gee.



# Working Spouses Get a Better Deal

By Bob Regelman

**T**he Department recently launched the Family Member Appointment, a new employment mechanism for non-career spouses and eligible children working in Department of State appointments at Foreign Service posts abroad.

As of May 1, when the FMA was implemented, spouses can receive federal employee benefits while working in State jobs overseas. Some say the authority has been a long time coming.

The FMA is the culmination of a 10-year effort to recognize family members for the important role they play in staffing U.S. diplomatic missions abroad. While career Foreign Service employees can look forward to a cost-of-living indexed pension at retirement, along with the Thrift Savings Plan and federal health and life insurance benefits, spouses who work at diplomatic missions abroad have normally had nothing more to show for their years of service than Social Security credit.

By the time Foreign Service officers retire, many of their spouses have established careers in their own right through a variety of overseas jobs. But because many of their jobs have, up until now, been structured as "temporary," the spouses did not qualify for the same federal employee benefits as other federal employees doing similar work in the United States.

This has been true even though the jobs these spouses worked in were anything but temporary in nature. Their one-year, Part-time, Intermittent, Temporary, or PIT,

appointments or personal services contracts were simply renewed every year as they continued to work in the same job, until they departed their post for their next assignment.

This is analogous to what many companies in the private sector do with parts of their work force. They hire employees through temporary agencies to avoid adding employees to the company payroll, which would provide these workers with costly company benefits. While the private sector may have stockholders and profit margins to consider, Congress has let it be known that the federal government should provide its regular employee with the benefits normally provided to other regular federal employees. This means that temporary appointments should be used to fill only temporary-need jobs.

The concept for the Family Member Appointment was a collaboration of the Department's Office of Overseas Employment and the Family Liaison Office. It was clear that a new employment mechanism had to be devised to meet the flexible staffing needs of U.S. missions overseas, while providing spouses who serve many years in a series

## FMA Benefits

- ▼ Contributions and credit toward a federal retirement pension, normally under the U.S. government-wide Federal Employees Retirement System. Family members under the FMA will not be under the special pension plans established for career Foreign Service officers and specialists.
- ▼ Contributions to the Thrift Savings Plan, a federal version of the 401(k) plans available in much of the private sector.
- ▼ Life insurance under the Federal Employees Group Life Insurance Program.
- ▼ Health insurance under the Federal Employees Health Benefits Program, although a spouse or child eligible for the FMA will normally already be covered under the sponsoring career employee's FEHB family enrollment.
- ▼ U.S. Social Security benefits, as previously provided to PIT appointees and PSCs.

of jobs at different diplomatic missions with the same employee benefits received by other federal employees.

Our challenge was to meet this goal by using current statutory authority so as not to require new legislation, a time-consuming and uncertain process at best. We also wanted to devise a mechanism to keep spouses on the employee roll between jobs, simplifying their entry into their next job at their new post. This would eliminate the cumbersome task many spouses have faced of reapplying for a new security clearance each time they have been selected for a new job.

The Family Member Appointment is the result of this quest. There are, of course, many issues to be worked out as State implements this new type of appointment. It should be understood, however, that the FMA is not an employment "program." It does not guarantee employment. It does not even guarantee employee benefits, unless the family member under the FMA is actually in a job and working. Family members still have to apply and compete for jobs at posts abroad, just as they do now.

Still, the FMA is a major step forward in recognizing the valuable contributions made by family members at missions overseas. The benefits earned under the FMA at those missions are fully portable to other federal jobs.

As the old saying goes, the devil is in the details. This brief description does not explain every nuance of how the FMA may function in every situation. The Department is drafting regulations governing the FMA, as well as guidance and other training material for overseas posts and Department bureaus.

We should anticipate growing pains as the new FMA goes into effect, and hope family members will be patient as we work out the kinks. We are hopeful, nevertheless, that the FMA, once it is up and running, will go a long way toward meeting the legitimate needs of family members who work at posts abroad, while helping those posts better meet their staffing requirements. ■

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*The author is a personnel management specialist at the Office of Overseas Employment.*

## Features of the FMA

▼ It applies to U.S. citizen spouses and unmarried children at least age 18 but under age 21 who are on orders accompanying a career Foreign or Civil Service employee or military service member at a Foreign Service post abroad or at a designated overseas safe haven.

▼ Five-year "limited non-career" appointments will be granted to eligible family members currently serving under a PIT appointment in a qualifying job at a U.S. diplomatic post abroad, or selected for such a job in the future.

▼ Family members serving under Personal Services Contracts or other contractual arrangements are not eligible for direct conversion to the FMA. The Department is exploring other ways to offer the FMA to eligible family members serving under PSCs.

▼ When family members under the FMA leave a job, typically to accompany a spouse to a new post, their appointments will not be terminated, nor will they be placed in "leave without pay" status. Rather, they will be placed in a non-work status in a Washington-based "FMA overcomplement."

▼ While in a non-work status, family members under the FMA earn no service credit. They earn credit and receive benefits only while in a position.

▼ While in a non-work status, individuals under FMA remain "inactive" State employees. Under federal contracting regulations, they cannot accept employment under a PSC unless they first resign from their FMA. They can, however, accept other federal appointments.

▼ All "best-qualified" eligible family members will compete on an equal basis with all other "best-qualified" eligible family members for State positions at posts abroad. This applies regardless of a family member's FMA status.

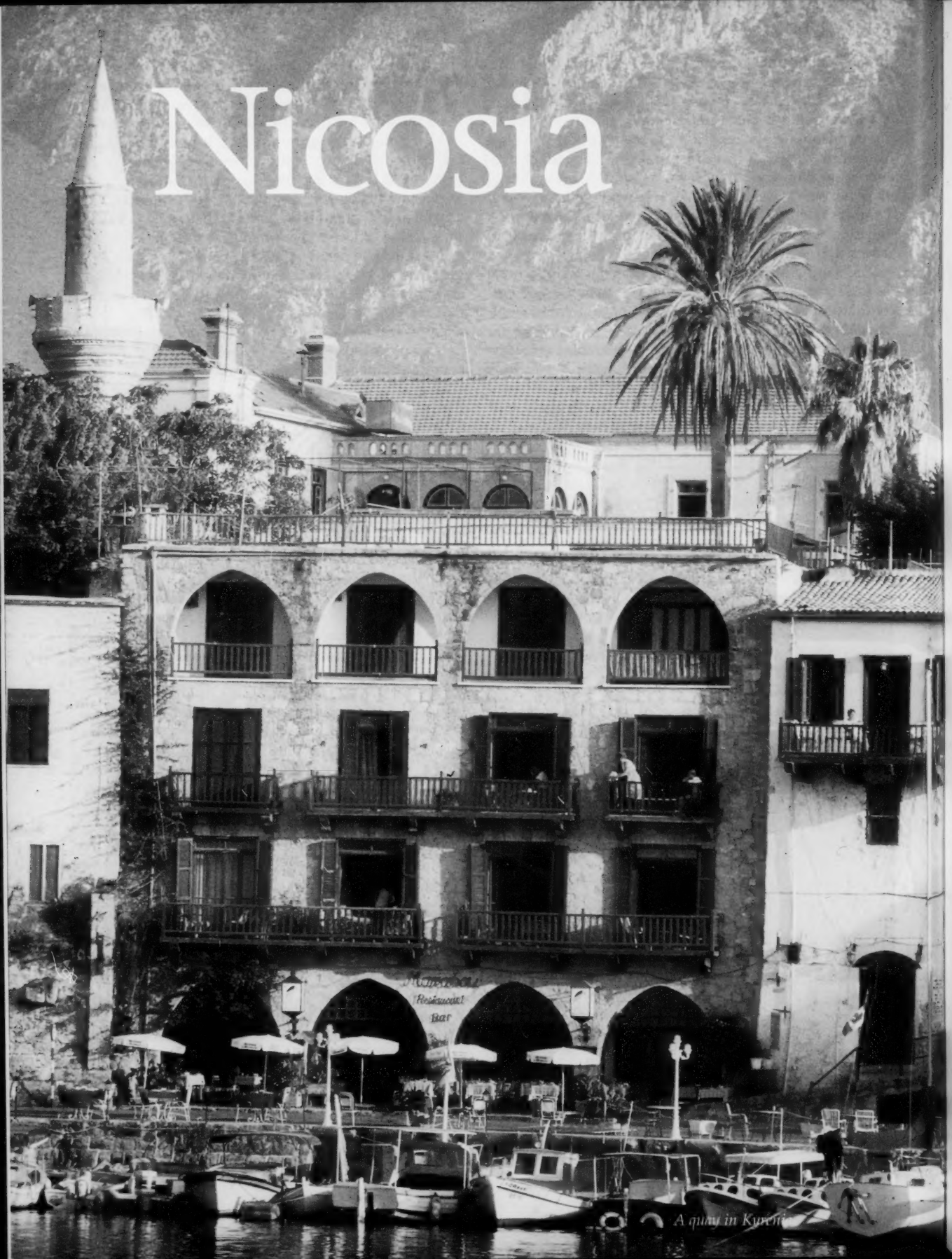
▼ When they compete and are selected for their next appointive position, family members under the FMA will receive a new five-year "limited non-career" appointment.

▼ Family members with security clearances will retain them between jobs as long as they remain under the FMA. Family members, just as career employees, will undergo updated security background every five years. Updates will be due five years after their last background investigation, regardless of the expiration date of their FMA.

▼ Although the FMA is currently being offered only for State appointments abroad, family members' FMA status may have an indirect effect on employment by other agencies. Individuals under the FMA who are appointed by another agency, even under a temporary appointment, will carry forward their employee benefits into the new job. On the other hand, family members with FMAs who accept a PSC from State or any other agency must first resign from their FMA.

▼ The FMA does not provide allowances in their own right to family members working abroad, but family members will continue to be credited under their career employee's allowance levels. Family members working under an FMA do, however, qualify for Danger Pay at posts designated for Danger Pay.

# Nicosia



*A quay in Kyrenia*

# *Divided Island, Unified Vision*

**C**yperus is the third-largest island in the Mediterranean, about the size of Connecticut, and located 40 miles south of Turkey. It has been divided since the 1974 Turkish military intervention, following a coup directed from Greece. The southern two-thirds of the island is under the control of the Republic of Cyprus, and the northern one-third is controlled by the self-proclaimed "Turkish Republic of Northern Cyprus," recognized only by Turkey. A United Nations-controlled buffer zone separates the two sides.



*Nicosia, the island's divided capital.*



Cyprus has a population of approximately 800,000 people, supplemented by about 2 million tourists every summer. The majority of the population in the south is Greek Orthodox and in the north, Muslim, with small minorities of Armenians and Maronites.

Cypriot civilization is among the oldest in the Mediterranean. The island has been ruled by Assyrians, Egyptians, Persians, Greeks, Romans, Byzantines, Franks, Venetians and Ottomans, and thus has many historic sightseeing opportunities. It was a colony of Great Britain before gaining independence in 1960.

*Left, Ambassador Kenneth Brill with his wife Mary and children Katherine and Christopher at Kaledonia Falls in the Troodos Mountains.*

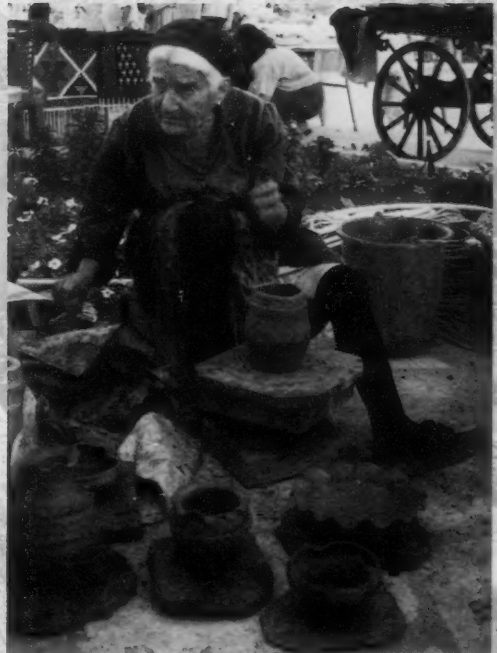
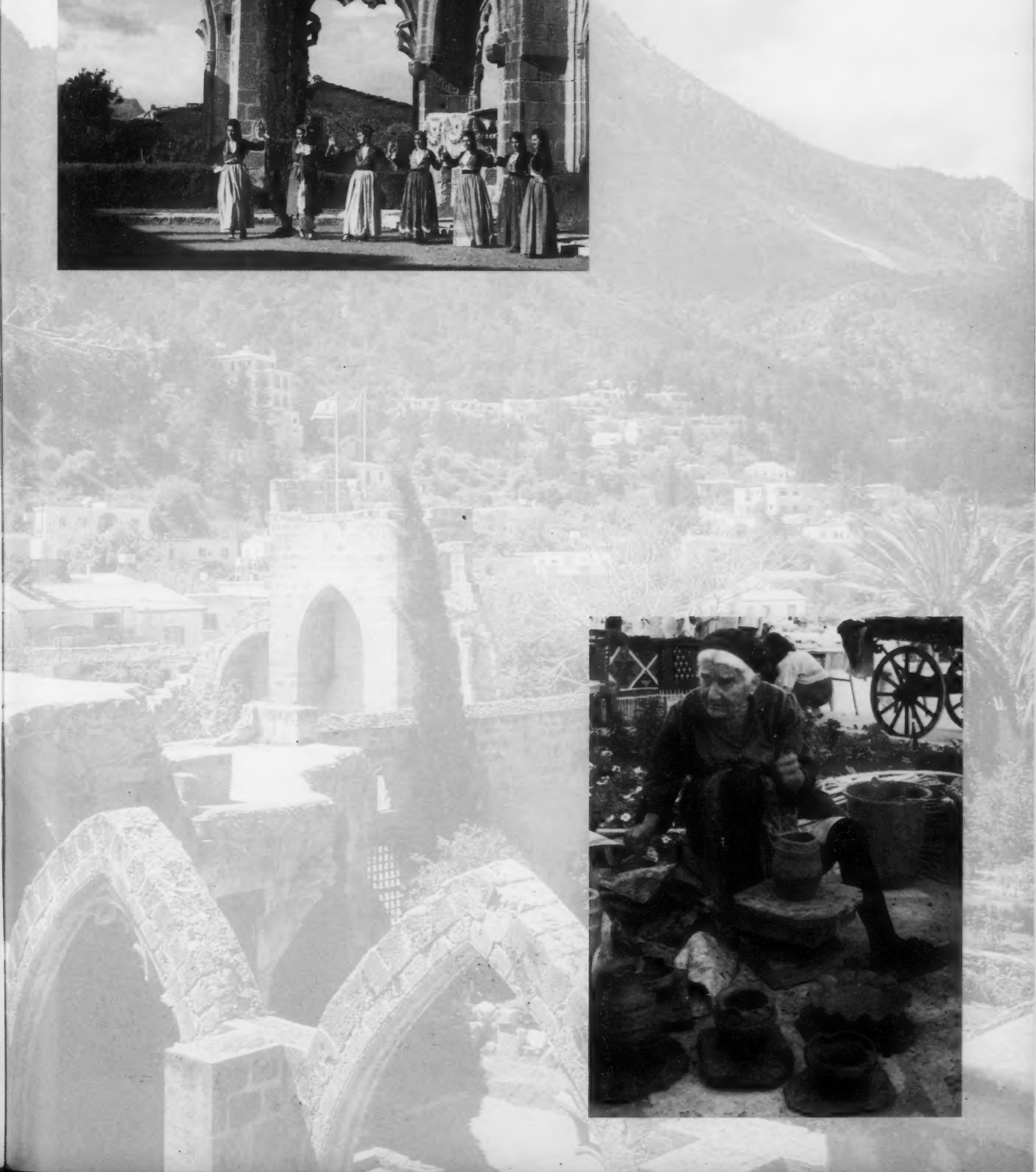
*Below, the U.S. embassy in Nicosia.*

*Right, Cypriot girls in national costumes at the Bella Pais Abbey.*

*Fur right, a pottery maker in Ayia Napa.*

*Right background, the Bella Pais Abbey, south of Kyrenia.*





Life in Europe's last divided capital presents opportunities and challenges for the U.S. mission and its staff. The embassy in Nicosia actively supports efforts by the Cypriot sides to find a political settlement. To this end, in addition to working with the leaders of both sides to establish a bizonal, bicomunal federation through negotiations under U.N. auspices, embassy personnel promote bicomunal activities that bring together Turkish Cypriots and Greek Cypriots from all walks of life. Their vision is a Cyprus that is the common home of all Cypriots. ■

*The embassy staff in Nicosia submitted this article.*

*Foreground, the embassy community views the recently excavated Sphinx at the Cyprus Museum. From left are Dr. Nancy Serwint from the Cyprus American Archaeological Research Institute, Judy Baroody, an unidentified museum official, Ken Meyer, Georgia Myriantopoulos, Joycelyn Alston, Sarah Kerper, Lonni Briggs, Mary Marlowe, Mary Brill, Ambassador Kenneth Brill, Susan Armbruster, Dick Krueger, Bill Carlson and Pat Nelson. Background, a street scene in Nicosia.*





# USIS

# Nicosia



*A Byzantine monastery near Nicosia.*

By Judith R. Earoody

**G**eography is destiny, even when it comes to U.S. Information Service operations. In the case of Cyprus, geography defines its primary mission, which is to support the overall embassy goal of helping Cypriots find a solution to their long-standing division into Greek Cypriot and Turkish Cypriot communities—a problem that acts as a constant irritant to Greek-Turkish relations. The large majority of USIS Nicosia activities are policy-driven.

At the same time, Cyprus' location between Europe and the Middle East at the confluence of three sea-lanes also enables USIS Nicosia to provide a steady stream of richly varied but cost-effective programs, because fascinating American scholars and artists are always sailing through. The office persuades them to anchor in Cyprus long enough to lecture, exhibit or perform in a way that conveys the best of U.S. cultural and intellectual trends to Cypriots.

In terms of the search for peace, USIS' highest-profile task is to support the ambassador and the visits of key U.S. government players on the Cyprus issue by setting up press conferences and interviews, sending out releases and transcripts, and providing daily guidance to a

local press corps ravenous for details about U.S. policy developments on "the problem." For such a small country, Cyprus frequently attracts international media attention because of its status as a trip wire for regional conflict. When special emissaries come to town, it's a sure thing that the world is watching.

USIS Cyprus also works toward advancing peace by supporting bicomunal activities that bring Greek Cypriots and Turkish Cypriots together face to face. Last year, USIS and the Cyprus-American Fulbright Commission were instrumental in arranging more than 600 bicomunal events, ranging from one-on-one meetings to fairs that attracted thousands. USIS even built a Fulbright Center in the buffer zone to bring the sides together. The center sponsors lectures on topics related to the Cyprus problem, such as federalism, negotiations in divided societies and resolution of protracted interstate conflicts.

Meanwhile, USIS helps sustain the strong Cyprus-American friendship with concerts, conferences and art shows in both communities. Cyprus has been defined as the perfect post for a diplomat: paradise with a problem. USIS is devoting a lot of energy to solving the problem, in hopes of helping Aphrodite's isle become even more of paradise. ■

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*The author is a public affairs officer in Nicosia.*

# Discovering Her Voice

By Donna Miles

**I**t wasn't until she was 39 years old that Elizabeth Cobb discovered her voice. She'd played guitar off and on for almost 20 years but generally limited her singing to shower stalls and stairwells, where she thought she couldn't be heard. But one day about four years ago she was overheard by a friend who urged her to "go public" at an open microphone.

"I'd only sung to myself before, and I was *amazed* that people liked my voice," said Ms. Cobb, whose voice ranges from second alto to second soprano.

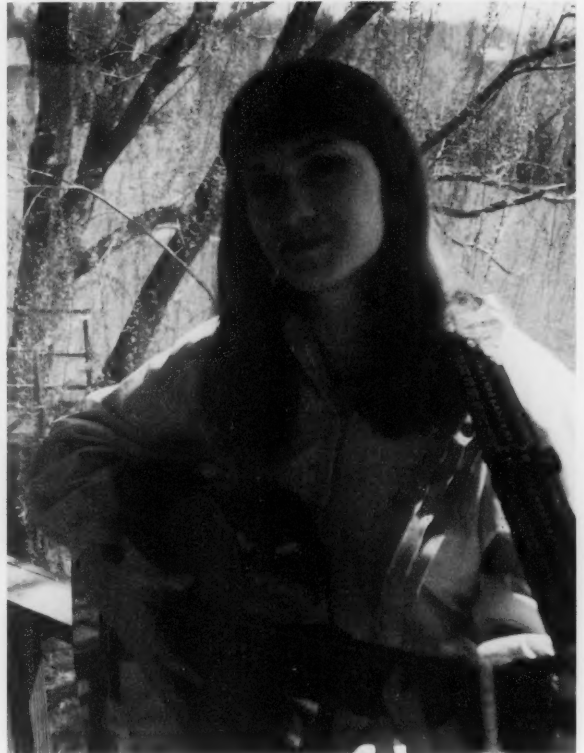
The 15-year Foreign Service officer, currently in administrative training at the Foreign Service Institute, said singing changed her life. "When I started singing, I found my voice—literally, symbolically and metaphorically," she said. "Finding my voice helped me become my own person and become a part of the community."

Weekly "open mike" sessions at a local folk club became a highlight of Ms. Cobb's week. She sang at local mini-festivals and fund-raising events. And she performed twice at Main State—once as part of a group presentation and once as an emergency fill-in when a regularly scheduled performer canceled during the State of the Arts Concert Series.

Ms. Cobb's specialty is folk music. She loves performing traditional ballads like *Donna Donna*, an Israeli song popularized by Joan Baez, and Bette Midler's *The Rose*.

But one of her trademarks, she said, is singing songs from other countries. She enjoys weaving Russian folk songs she learned during a college semester in Leningrad, now St. Petersburg, into her performances. And when she reports to her next assignment as an administrative officer in Uzbekistan in August, she hopes to expand her repertoire with some of that country's music.

"It's diplomacy in reverse," she said. "When I come back to the United States, I'll be able to broaden



*Elizabeth Cobb was amazed to learn that others liked her voice.*

Americans' understanding of what's beyond their backyards. I enjoy that very much."

She also enjoys the way music builds bridges between her and her audiences. "When I sing, it's from the heart," she said. "I want people to be able to feel what I feel when I sing for them. I love the connection with the audience music gives me. The stronger that connection, the more energized I become and the more I have to give back to the audience." ■

## *What's the State of the Arts at your office or post?*

*State Magazine* is looking for artists within the Department: musicians, singers, creative writers, photographers, actors, painters and the whole range of other gifted individuals we collectively refer to as artists. We'd like to showcase their talents in a monthly feature story. If you or someone you know fit this bill, contact us by regular mail or e-mail. Both addresses are on the inside front cover.

## STATE OF THE ARTS

# Concerts Impress State Audiences

By John Bentel

Elementary school children from the Nannie Helen Burroughs School, Inc., in Washington, D.C., recently treated State employees to a lively and energetic musical program, "Creation—Praises."

The concert, hosted by the State of the Arts Concert Series and the Foreign Affairs Recreation Association, offered diverse musical selections and choral speaking. The program included songs of praise and tributes to black leaders and role models Mahalia Jackson, Rosa Parks and Dr. Martin Luther King Jr. Monica Howard directed the program. Esther Wroten was the pianist.

Spanish composer and pianist Marcos Galvany and Australian violinist Naomi Burns recently returned to the Dean Acheson Auditorium for their second State appearance. The duo was last featured during Hispanic Heritage Month.

During the most recent concert, Mr. Galvany performed a solo of his composition, *Balada in D Major*. He joined Ms. Burns in performing *Eros de Espanã*, a selection reflecting his Hispanic heritage. Mr. Galvany is scheduled to return to State Nov. 4 to conduct his own music with the New England Symphonic Ensemble.

*The author is a computer specialist in the Executive Secretariat.*



*Gloria Perry performs an African dance presentation.*

## Upcoming State of the Arts Concerts

*Concerts are scheduled for 12:30 p.m. at Main State.*

- May 13: Ballet Arts Ensemble, directed by Debbie and Ben Savage
- May 27: Artists International Performers, with Angelin Chang and Leslie Hyde
- June 10: Justin Ma, child prodigy, student of pianist Ruben Pelaez
- June 24: Larissa Smith, classical pianist
- July 8: The Musical Offering Flute Ensemble, directed by Veneta Hall Jones with pianist Alfred Clark
- July 22: Second Story, retro and progressive world-beat blues group, with Meagan Lane and Geoff de Mers

## ASK DR. DUMONT

BY CEDRIC DUMONT, M.D.

**Q.** I play tennis and run for exercise and pleasure. I frequently read about athletes, mostly men, who injure their knees. I'm a woman athlete, but I'm interested to know if men are more prone to knee injuries than women.—ARA

**A.** A woman has a wider pelvis, and her thighbone descends at an inward angle to the knee. That increases the force load on the knee joint, making women more susceptible to knee problems and far more likely than men to suffer serious knee injuries. There are several other potential injury-causing differences between the sexes. The anterior cruciate ligament, or ACL, located between the top and lower leg in the back of the knee, is about the same size in women and men. But the notch, the groove through which the ligament passes, is about 20 percent narrower in women. That makes the woman's ligament more likely to tear under physical stress. Women also have more of the hormone relaxin, which makes their joints looser and more prone to injury.

Here are some tips for saving your knees:

- Improve your strength and fitness.
- Know your level of fitness and the demands of your activity.
- Control your weight. When you walk, each extra pound adds four pounds of pressure to the kneecap. Climbing steps? Each extra pound adds 20 pounds of pressure.
- Buy sturdy shoes made for your activity and replace them when the soles appear worn.
- Strengthen your legs. Walking, swimming and riding stationary bicycles are all excellent, low-impact strengthening exercises for the legs.

**Q.** I don't hear very much about cholesterol these days. Is this still a component in heart disease?—NEA

**A.** Elevated cholesterol continues to be a big problem. It's a major contributor to heart disease and the number one cause of death in the United States.



*This column appears monthly in State Magazine. Whether you are serving overseas or at home, you are encouraged to get your questions answered in these pages. Write to the editor or to Dr. Dumont directly. In either case, your post will not be identified.*

Despite its well-earned bad reputation, cholesterol does serve some important functions in the body. It helps make cell membranes, some hormones and vitamin D, and it helps transport necessary fats to tissues throughout the body. Your liver manufactures all the cholesterol your body needs for good health. But too much of this waxy substance increases risk for heart disease. The cholesterol added by your diet, mostly from animal products such as egg yolks, meat and dairy foods, is all excess. A diet high in saturated fat, primarily animal products, is the main culprit in unhealthy cholesterol levels. There is good cholesterol: high density lipoprotein, or HDL; and bad cholesterol: low-density lipoprotein, or LDL. LDL builds up in the blood vessels, interfering with blood flow. According to experts, adults ages 20 and over should have LDL levels less than 130 and HDL levels of at least 35, for a total cholesterol count of 165.

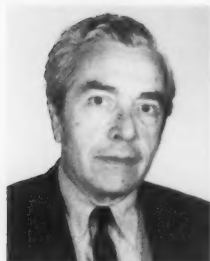
Even though some of the factors affecting cholesterol are beyond your control, making adjustments in your diet may help you reach and maintain healthy levels, reducing your risk for heart disease. Read food labels and buy only those foods low in saturated fat and cholesterol. Replace high-fat meat, such as bacon, hot dogs and sausage, with leaner choices, such as skinless poultry or fish. When cooking, broil, grill, bake, steam or poach instead of frying. Opt for canned fish packed in water, not oil. When preparing casseroles, use low-fat cheese or a sharp-flavored regular cheese such as parmesan or feta, and use smaller quantities. For high-fat milk, sour cream and cream cheese substitute low- or non-fat versions. In recipes, replace a whole egg with two egg whites. Snack on bagels, whole-grain bread, bread sticks, rice cakes, low-fat graham crackers or air-popped popcorn. In restaurants, always ask for sauce and salad dressing on the side.

In addition, exercise regularly and quit smoking. If your cholesterol levels don't fall after modifying your diet and increasing your physical activity, or if you have had a heart attack or have a strong family history of elevated cholesterol, consult your health professional. You may need to be on cholesterol-lowering drugs.

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*The author is chief of the Department's Office of Medical Services.*

## OBITUARIES



*Benjamin Bock*, 90, died Feb. 17 in Washington, D.C. He joined the Department in 1946, serving as a foreign affairs analyst in the historical division before becoming consul in Manila and first secretary of the U.S. mission in Manila. He was later named first secretary of the U.S. mission to NATO in Paris. Dr. Bock left State in 1966 to become a professor at the University of Texas and later at Northern Virginia Community College.

*Leslie M. Boggs*, 76, a retired General Services officer, died Nov. 1, 1997, in Lancaster, Ohio. Mr. Boggs served 34 years in the Foreign Service in Manila, Hamburg, Taipei, Seoul, Kuala Lumpur, Saigon, Canberra and Washington, D.C. He retired in 1980.



*Dorothy C. Calhoun*, 78, a former Foreign Service secretary, died Dec. 22, 1997, in El Dorado Hills, Calif. Ms. Calhoun was posted in London in 1949, with later assignments to Paris and Seoul. She resigned from the Foreign Service in 1958 and accompanied her Foreign Service spouse on various assignments for the next 28 years.

*James Carrigan*, 77, a retired Foreign Service officer and member of DACOR, died Feb. 21 in Santa Barbara, Calif. He joined the Foreign Service in 1950 and served in Germany, Saigon, Alexandria, Addis Ababa, Libreville, Thailand and Phnom Penh. Mr. Carrigan retired in 1971.



*John A. Fuerlinger*, a retired Foreign Service officer, died Jan. 30 in Silver Spring, Md. He joined the Foreign Service in 1957 and served in the Philippines, Germany, Poland, Belgium, Nigeria, Taiwan, Italy, Australia, Greece and Canada before retiring in 1990.

*Sondra F. McCarty*, 55, former deputy director of State's Office of Press Relations, died Feb. 16. Ms. McCarty

began her public service career in State in 1965 as a clerk-typist in the European Bureau. She joined the Office of Press Relations in 1971 as a secretary and rose through the ranks, becoming deputy director in 1991. She received three superior honor awards during her career and, when she retired in 1996, was presented with the John Jacob Rogers Award for Career Achievement.

*Anne M. Meisenzahl*, 69, a retired State Department secretary, died March 10 in Atlanta. Ms. Meisenzahl's Foreign Service career began in 1965 and included tours in Nigeria, Hong Kong, Korea, Germany, South America, Indonesia, Barbados, Egypt and Cyprus. She retired in 1989.

*Ira Carvel Painter*, 86, died Feb. 14 in Puerto Real, Puerto Rico. Mr. Carvel joined the Foreign Service in 1940 and served 23 years, working in economic and political affairs in Portugal, the Azores, Germany, Greece, Bangladesh and Washington, D.C. He retired in 1963 and served as head of the Department of World Affairs at the International Institute of the Americas of World University in Puerto Rico from 1976 to 1984.

*B. Franklin Steiner*, 89, of Lansing, Mich., died Nov. 30. During his 38-year State career, Mr. Steiner served in England, Czechoslovakia, Germany, Poland, Switzerland and Washington, D.C. He received the Honorable and Meritorious Service Cross from both the German and Austrian governments.



*Charles R. Stout*, 69, a retired Foreign Service officer, died Nov. 28, 1997, in Winchester, Va. Mr. Stout served largely as a political officer in Mexico City, Belgrade, Sarajevo, Palermo, Rome, Santiago and Belfast, where he was consul general. He was deputy chief of mission in Bern in the early 1980s and head of the political section in

Rome before returning to Washington, D.C., in 1986. He retired as an inspector in 1993.

*Malcolm Thompson*, 78, a retired Foreign Service officer, died Feb. 27 in Concord, Mass. Mr. Thompson joined the Foreign Service in 1949 and was assigned to several overseas posts, including Germany, Syria, Greece and Turkey.

## FOREIGN SERVICE PERSONNEL

### Transfers

- Adams, Kelli C.**, Rabat to Kiev  
**Akard, Stephen J.**, Pre-Assignment Training to Mumbai  
**Anderson, Donna J.**, Hong Kong to Personnel  
**Aronson, Abigail K.**, Pre-Assignment Training to San Salvador  
**Arriaga, Robert D.**, Tunis to Personnel  
**Baker, Terri Lee**, Zagreb to Executive Secretariat  
**Bean, James Warren**, Tel Aviv to Executive Secretariat  
**Boyke, Robert**, Diplomatic Security to Algiers  
**Bozilov, Lois L.**, Warsaw to Personnel  
**Bryza, Matthew J.**, Moscow to New Indep. States  
**Caldwell, Mark William**, Athens to Kinshasa  
**Carlucci, Louis J.**, Personnel to East Asian and Pacific Affairs  
**Cazier, Dale P.**, Frankfurt (Reg Courier D.) to Diplomatic Security  
**Childs, Gary L.**, Pre-Assignment Training to Mumbai  
**Coskun, Barbara Eloise**, Dushanbe to Phnom Penh  
**Cowell Jr., Bainbridge**, Luxembourg to Brussels (USEU)  
**Crowe, Erin**, Pre-Assignment Training to Monterrey  
**Ebert-Gray, Catherine I.**, Lome to Bonn  
**Edelman, Eric S.**, Deputy Secretary to Personnel  
**Eichorn, Cheryl L.**, Pre-Assignment Training to Guayaquil  
**Engelken, Stephen C.**, International Org. Affairs to Canberra  
**Erviti, Pedro Gustavo**, Karachi to International Org. Affairs  
**Evans, Mark Robert**, Oslo to Beijing  
**Fleming, William D.**, Personnel to Population, Refugees and Migration  
**Ford, Peter D.**, Bern to Diplomatic Security  
**Galer, Mary E.**, Personnel to Montevideo  
**Gallegos, Romulo A.**, Pre-Assignment Training to Hermosillo  
**Hadley, Warren D.**, Yekaterinburg to Chisinau  
**Hanniffy, Brendan A.**, Personnel to Special Dom. Assign. Program  
**Haywood, Doris Ruth**, Brasilia Administration  
**Henick, Jonathan**, Tashkent to Lisbon  
**Henshaw, Simon**, Consular Affairs to Foreign Service Institute  
**Hicks, Howard A.**, Manila to Diplomatic Security  
**Hoskins, Barton W.**, Bamako to Sydney  
**Howard, Howell**, Mexico City to Vatican  
**Huang, Mimi M.**, Pre-Assignment Training to Caracas  
**Hubler, Stephen Anthony**, Executive Secretariat to Political and Military Affairs  
**Imwold, Dennis**, Oceans and Int'l. Envir. and Sci. Affairs to Foreign Service Institute  
**Jahncke, Janet R.**, Rabat to Budapest  
**Jahncke, Michael S.**, Rabat to Budapest  
**Johnson, Richard S.**, Valletta to London  
**Johnson, Wendy Meroe**, Tel Aviv to Paris  
**Kasanof, Alexander I.**, Pre-Assignment Training to Dublin  
**Kelly, Kimberly**, Banjul to Havana  
**Kelly, Michael A.**, Diplomatic Security to Intelligence and Research  
**Kengott, Raymond**, Bogota to Hong Kong  
**Keppler Jr., William Edmund**, Manila to East Asian and Pacific Affairs  
**Keshap, Atul**, Conakry to Rabat  
**Kierans, Lisa S.**, London to Recife  
**Kierscht, Cynthia A.**, Executive Secretariat to Near Eastern Affairs  
**Kilgore, Hulya**, Ankara to Ljubljana  
**Kincer, Linda Kay**, Medical Complement to Diplomatic Security  
**Kinnett, Toby J.**, FS Specialist Intake to Foreign Service Institute  
**Kirlian, Anne**, Vienna (OSCE) to Caracas  
**Klein, Stephen J.**, Inspector General to Foreign Service Institute  
**Koch, Katharine Elsie**, Personnel to Medical Complement  
**Koch, Katharine Elsie**, Medical Complement to European Affairs  
**Koehler, Marc Daniel**, Executive Secretariat to Foreign Service Institute  
**Kolb, Melvin Thomas**, Berlin to Foreign Service Institute  
**Kollist, Ingrid M.**, European Affairs to Foreign Service Institute  
**Kotto, Violet F. Henderson**, Lagos to Brussels (USNATO Mission)  
**Krause, Lawrence J.**, Cairo to Vienna  
**Krawczyk, Benito M.**, Lima to Inter-American Affairs  
**Kreisher, Dale Guy**, Seoul to Tokyo  
**Krol, George Albert**, New Indep. States to European Affairs  
**Kruchko, Stephen J.**, Bonn to Diplomatic Security  
**Krzak, Randall J.**, Administration to Frankfurt  
**Lamb, William H.**, Dhaka to Riyadh  
**Lambert, Lynne Foldessy**, Budapest to Personnel  
**Lang, Kathleen Carr**, Consular Affairs to Inter-American Affairs  
**Lange, John E.**, African Affairs to Dar es Salaam  
**Lecroy, Jessica**, Executive Secretariat to European Affairs  
**Levis, Angelina**, Beijing to Personnel  
**Liebersohn, Donna P.**, Personnel to Spec. Negotiator for Nagorno-Karabakh and New Indep. States  
**Louis, Jean Anne**, Executive Secretariat to Foreign Service Institute  
**Louis, Jean Anne**, Foreign Service Institute to Bogota  
**Louis, Jean Anne**, Executive Secretariat to Personnel  
**Lucas, William E.**, Brussels (USEU) to European Affairs  
**Lyng, Theodore J.**, Guangzhou to Kuala Lumpur  
**Maples, Ronald Edward**, Diplomatic Security to Mexico City  
**McClellan, Robin K.**, Department of Commerce to Foreign Service Institute  
**McCullough, Heather Dawn**, Bishkek to Executive Secretariat  
**Meehan, Linda R.**, Seoul to East Asian and Pacific Affairs  
**Mojia Jr., Carlos F.**, Intelligence and Research to Mexico City  
**Metzger, Mary I.**, Mexico City to Tbilisi  
**Michalak, Michael W.**, European Affairs to East Asian and Pacific Affairs  
**Middleton, Tracie**, Valletta to Personnel  
**Miles, Donna R.**, Beijing to Rome  
**Milliren, Thomas L.**, Managua to Quito  
**Moore, Charles G.**, Bonn to Administration  
**Moore, Lucy Blakeman**, Ankara to Diplomatic Security  
**Morrison, Andrew Leonard**, Intelligence and Research to Near Eastern Affairs  
**Mulenex, David Wayne**, Tel Aviv to Copenhagen  
**Muncy, Linda Howard**, Office of Foreign Buildings to Pretoria  
**Murphy, Martin D.**, Yokohama (Region. Lang. Sch.) to Fukuoka  
**Neve, Blanca M.**, Antananarivo to Paris  
**Newhouse, Stephen P.**, Pre-Assignment Training to Madrid  
**Nguyen, Chanh T.**, Personnel to Phnom Penh  
**Niblock Jr., Thomas Clinton**, Addis Ababa to Department of the Army  
**Noble, Stephen Vance**, Brussels (USEU) to Madrid  
**Nolan, David**, Quito to Nairobi  
**Norman, Marc E.**, International Org. Affairs to Foreign Service Institute  
**Nye, Marcia Louise**, Bonn to Frankfurt  
**Olsen, Derrick M.**, Kuala Lumpur to Executive Secretariat  
**Patterson, Donald D.**, Hanoi to Tokyo  
**Pederson, Troy E.**, Pre-Assignment Training to Sao Paulo  
**Phillips, Marjorie Ruth**, Bratislava to European Affairs  
**Quast, Necia Leanne**, Bishkek to Foreign Service Institute  
**Reed, Wayne A.**, Chisinau to Oceans and Int'l. Envir. and Sci. Affairs  
**Rice, Dale R.**, Accra to Ho Chi Minh City  
**Rupp, Abigail E.**, Pre-Assignment Training to Chisinau  
**Sanders, Keith F.**, Phnom Penh to Guayaquil  
**Scaletta Jr., Thomas F.**, Reykjavik to Inter-American Affairs  
**Schemm Jr., Kearn C.**, Pre-Assignment Training to European Affairs  
**Schilling, John W.**, Copenhagen to Diplomatic Security  
**Serwer, Daniel P.**, Intelligence and Research to Personnel  
**Shah, Uttamial**, Damascus to Near Eastern Affairs  
**Shearer, Zekiye F.**, Personnel to Guatemala  
**Silverbrand, Susannah E.**, Pre-Assignment Training to Riyadh  
**Smith, Glenn W.**, Panama to Inter. Narc. and Law Enfor. Affairs  
**Smith, Scott A.**, Economic and Business Affairs to Dep. Spec. Representative for Trade Negotiations  
**Sundwall, Gavin A.**, Pre-Assignment Training to Panama  
**Vazquez, Jorge R.**, FS Specialist Intake to FBO (Hungary)  
**Wallace, Kenneth Irvin**, Administration to Kigali  
**Wampler, Dianne**, Ljubljana to European Affairs  
**Wells, Melissa F.**, Sao Paulo to Inter-American Affairs  
**Welsh, Christoph J.**, European Affairs to Vienna  
**Williams, Sandra L.**, Bonn to Personnel  
**Willis, Mark W.**, Near Eastern Affairs to Political-Military Affairs  
**Wong, Eric M.**, Pre-Assignment Training to Guangzhou  
**Wood, Kristin M.**, European Affairs to Ankara

### Retirements

- Angulo, Charles Bonin**, Quito  
**Howard, Ross E.**, Administration  
**Krieger, Doris B.**, Paris  
**Plotz, Richard C.**, Administration  
**Rigby, Richard F.**, Frankfurt  
**Webb Jr., Byron Horton**, Administration  
**Wilson, Stephen Maynard**, African Affairs

## FOREIGN SERVICE PERSONNEL

### Appointments

Acosta, Luis E., Mumbai  
Barr, Herbert P., Administration  
Coen, Brian E., Administration  
Dick, Ronald W., FS Specialist Intake  
Ermatinger, Bryan, FS Specialist Intake  
Groves, Perry K., FS Specialist Intake  
Mefton, James R., FS Specialist Intake  
Moeling, Benjamin Ward, Port-au-Prince  
Moreth, James E., FS Specialist Intake  
Ready, Jack M., FS Specialist Intake  
Rigby, Joel R., FS Specialist Intake  
Vierra, John A., Port Louis  
Yitna, Tedla Y., FS Specialist Intake

### Resignations

Aaron, David L., Paris (OECD)  
Bremer, Rebecca Jo, Caracas  
Buckley, Mary G., The Hague  
Carbajal, Noe, Moscow  
Chorba, Timothy A., Singapore  
Cooper, Jerome Gary, Kingston  
Eldemir, Levon A., Istanbul  
Eroll, Marina P., Sanaa  
Flavin, Helga P., Leave Without Pay Status  
Forsythe, Rosemarie C., Brussels (JSEU)  
Greenhalgh, Angela A., Nicosia  
Harger, Raymond H., Casablanca  
Hegstrom, Mary, Gaborone  
Hill Jr., John J., Ait Taipei (American Inst.)  
Hunter, Robert E., Brussels (USNATO Mission)  
Jensen, Marvin Wayne, Quito  
Johnson, Anne F., Pretoria  
Justesen II, Benjamin R., International Org. Affairs  
Knox, Elisabeth T., Yaounde

Kunz, Jeremy R., Pretoria  
Kwiatkowski, Michel, Caracas  
Lee, Soon Hee, Beijing  
Lee, Won Yong, San Salvador  
Meiman, Kellie Ann, Executive Secretariat  
Meyer, Sue Ellen, Oslo  
Mitchell-Duncan, Monica C., Seoul  
Moghazy, Lisa J., Cairo  
Morrow, Gregg, Inter-American Affairs  
Murphy, Christine M., Moscow  
Nault, Marguerite, Nairobi  
Nazro, Evelyn P., The Hague  
Rehfield, Patricia L., Medical Director  
Sampson, Halma Muthoni, Windhoek  
Siebert, Thomas L., Stockholm  
Simonsen, Nancy C., Frankfurt  
Untalan Jr., Gregorio L., Abidjan  
Wagner, Susan M., Leave Without Pay Status  
Wilcox, Edith S., Tashkent

## CIVIL SERVICE PERSONNEL

### Appointments

Adams, William Lee, Consular Affairs  
Asante, Michael S., Consular Affairs  
Bonsaint, Marie E., Consular Affairs  
Brown, Charles Joseph, Democracy, Human Rights  
and Labor  
Caron, Patricia J., Consular Affairs  
Citarella Jr., Richard, Consular Affairs  
Cohen, Wendy I., Consular Affairs  
Cooke, Stephen Marshall, Consular Affairs  
De Chirico, Joseph, Dep. Asst. Sec. for Operations  
Digiacomo, Tracy L., Consular Affairs  
Dizon, Annabella, Dep. Asst. Sec. for Operations  
Gadsden, Sally F., Foreign Service Institute  
George, Lisa Davis, Office of the Legal Adviser  
Haldane, Robert T. A., Consular Affairs  
Hise, Jennifer L.W., Consular Affairs  
Horsham, Carl Ethelbert, Foreign Service Institute

Jacob, Nina S., Consular Affairs  
Johnson, Mark, Consular Affairs  
Lucas, Cheryl A., Office of the Inspector General  
Moore, Katherine Anne, African Affairs  
Newton, James W., Consular Affairs  
Osman, Saeed E., Political-Military Affairs  
Paine Jr., Lester C., Consular Affairs  
Parker, Tiffany L., Consular Affairs  
Resch, Rensselear, Consular Affairs  
Stover, Richard R., Consular Affairs  
Thorpe, Ann D., Consular Affairs  
Toenniessen, Annika P., Consular Affairs  
Wagner, David William, Oceans and Int'l. Envir. and  
Sci. Affairs  
Whitney, Nancy, Consular Affairs  
Whittington, Richard E., Consular Affairs

### Resignations

Baldrige, Joan Williams, Protocol  
Best, Cynthia A., Inspector General  
Bishop, Kristine Rene, Foreign Buildings  
Boyd, Monica Renee, Inter-American Affairs  
Bracey, Victoria F., Personnel  
Brewer, Latisha R., Administration  
Brown, Regina C., African Affairs  
Buttner, Tammy Lynn, Political and Military Affairs  
Cicala-Saracino, Philip C., Foreign Service Institute  
Dennis, Charity C., Public Affairs  
Desutter, Kevin M., Consular Affairs  
Di Rocco, Heather-Ann, Administration  
Eilers, Robert Edward, Consular Affairs  
Epps, Sara S., Consular Affairs  
Fuchs, Eric W., Foreign Buildings  
Garrett, Johnetta C., New Indep. States  
Gee, Cynthia S., Consular Affairs  
Giles, Ayesha R., Personnel  
Hall, Crystal R., Foreign Buildings  
Halpin, Kerryann E., Consular Affairs  
Handler, Alan, Executive Secretariat  
Honarvar, Houdin, Consular Affairs  
Kelley, Dawn P., Administration  
Kobza, Kevin W., Consular Affairs  
Lapham, Nicholas P., Oceans and Int'l. Envir.  
and Sci. Affairs  
Lewis, Iris L., Chief Financial Officer

### Retirements

Brice, Barbara Weldon, Consular Affairs  
Colbert, Joan H., Public Affairs  
Huffman, Jerry D., Inspector General  
Lewis, Vincent B., Chief of Protocol  
McCarty, Sondra F., Public Affairs  
Reilly, Neil M., Administration  
Richards, Warren George, Economic and  
Business Affairs

### Reassignments

Beers, R. Rand, Miscellaneous Assignments to Inter.  
Narc. and Law Enfor. Affairs  
Fridinger, Tracy Hitt, Personnel to Diplomatic  
Security  
Hammond, Rose M., Personnel to Consular Affairs

It is Department policy to promote and recognize deserving employees for their contributions to the foreign affairs mission. As the Department's principal employee publication, *State Magazine* is provided with monthly lists of Civil and Foreign Service employees promoted, assigned, hired, retired or reassigned. As a public document subject to full disclosure under the law, these lists are subject to only minor editing for style purposes by *State Magazine*. Department policy is to publish the lists in their entirety.

## CIVIL SERVICE PERSONNEL

### Promotions

#### GS-4

Turner, Tyrissa S., Oceans and Int'l. Envir. and Sci. Affairs

#### GS-5

Berry, Getoria M., Personnel  
Coward, Alfreida, Consular Affairs

#### GS-6

Abney, Charline E., Consular Affairs  
Brown, Nicola Dawn, Office of Foreign Buildings  
Davis, Merle L., Consular Affairs  
Smith, Alice S. N., East Asian and Pacific Affairs

#### GS-7

Coles, Alice C., Foreign Service Institute  
Harris, Regina, Inspector General  
Kraus, Jeffrey, Foreign Service Institute  
Ray, Brian A., Consular Affairs  
Wells, Michelle D., Inter-American Affairs  
Wojtasiewicz, Renata A., International Org. Affairs

#### GS-8

Anderson, Bertha L., Administration  
Ferguson, Inez G., Office of the Chief Financial Officer  
Mack, Daniel J., Political and Military Affairs  
Mitchell III, Samuel C., Administration  
Nails, Christine, Administration  
Rudy, Carolyn G., Administration  
Sullivan, William J., Administration  
Williams, Cela G., Legislative Affairs

#### GS-9

Albin, Barbara, Executive Secretariat  
Barnes, Harry R., Office of the Legal Adviser  
Caramanica-Devin, Beth A., Office of Inspections  
Henderson, Lena Elizabeth, Office of the Medical Director  
Jackson, Dorietha M., Oceans and Int'l. Envir. and Sci. Affairs  
Johnson, Brenda I., Democracy, Human Rights and Labor

La Polla, Jacqueline K., Near Eastern Affairs  
McCormick, Dianna, Inspections  
McMillan, Tondelayo V., Foreign Service Institute  
Thompson, Curtis Bernard, Inspector General

#### GS-10

Stanley, Cathy J., Executive Secretariat

#### GS-11

Badger, Charles E., Consular Affairs  
Eddings Jr., Harvey W., Consular Affairs  
Escue, Rose I., Consular Affairs  
Hudson, Steven W., Consular Affairs  
Johnson, Christina Y., Executive Secretariat  
Keyes, Janet C., European Affairs  
LaPointe, David L., Consular Affairs  
Riabouchinsky, Jo Anne S., Inspections  
Tom, Wah Chor, Consular Affairs  
Vance, Lauren M., Consular Affairs  
Waldo, Robin Elizabeth, Inspections

#### GS-12

Bothwell, Mary L., Foreign Service Institute  
Brady, Margaret Geoghan, Administration  
Comegys, Lisa R., Administration  
Gilbert, Kathryn A., Consular Affairs

Holmes, Eliana Paris, Administration  
Murillo, Wanda L., Consular Affairs  
Pitts-Malone, Sandra, Oceans and Int'l. Envir. and Sci. Affairs

Rooney, Erin E., Personnel  
Williams, Paula Ann, Consular Affairs

#### GS-13

Baker, Thomas A., Chief Financial Officer  
Beirne, Vincent J., Diplomatic Security  
Laine, Andrew J., Diplomatic Security  
Marken, Anne-Heather, Diplomatic Security  
Williams, Paula Backue, Consular Affairs

#### GS-14

Arndt, Rachel M., Chief Financial Officer  
Daniele, Lawrence M., Diplomatic Security  
Dixon, Ira Bruce, Foreign Buildings  
Easley, Cheryl D., International Org. Affairs  
Johns, Ernest H., Under Sec. for Management  
Mock Jr., Arthur, Administration

#### GS-15

Astor, Richard A., Inspector General  
Kavaliunas, Mary E., Office of the Secretary  
Rivera, Antonio Cruz, Foreign Buildings

### Resignations, continued

Loper, Tamara R., Executive Secretariat  
Mayberry, Wendy, Personnel  
McCants, Devrae A., Personnel  
Nice, Jeremy, East Asian and Pacific Affairs  
Nicholson, Karen A., Public Affairs  
Nkansah, Joyce D., Consular Affairs  
Nodzon, Jean I., Administration  
Nowell, Christopher M., Foreign Buildings  
Price, Marshay A., Foreign Buildings  
Prince, Lashawn A., East Asian and Pacific Affairs  
Puschel, Karen Lynn, New Indep. States  
Reyes, Jorge F., Chief Financial Officer  
Richardson, Milton R., Consular Affairs  
Robinson, K. Monique, European Affairs  
Robinson, Ronald E., Administration  
Rooney, Elizabeth M., Foreign Service Institute  
Ryan, Michael W. S., Inter. Narc. and Law Enfor. Affairs

Studzinski, Kristen A., Consular Affairs  
Stovall, Amy L., Diplomatic Security  
Waters, Latrina Nicole, Foreign Buildings  
Webster, Tiny K., Consular Affairs  
Williams, Carla A., Inter. Narc. and Law Enfor. Affairs  
Williams, Terri Lee, Foreign Service Institute  
Wuerfmannsdobler, Franz X., Oceans and Int'l. Envir. and Sci. Affairs  
Yacoubian, Mona, Intelligence and Research

## PRM Views Refugee Documentary

By Bob Hugins

A coalition of private voluntary organizations recently joined members of the Bureau of Population, Refugees and Migration to watch a new television documentary that recounts a message of hope among refugees in several African nations.

The message is the central theme of a new Public Broadcasting Service documentary, "Song of the Refugee." At a special screening at the Carnegie Endowment for International Peace, PRM Assistant Secretary Julia Taft and Jim Moody, president and chief executive officer of the American Council for Voluntary International Action, a coalition of 156 U.S.-based private voluntary organizations, stressed the importance of highlighting humanitarian issues for the American people through creative productions such as television documentaries.

The one-hour documentary records the return to Africa of musician and recording artist Samite Mulondo, a Ugandan who fled his country during unrest in the early 1980s. It underscores his discovery of hope as he visited camps and talked with refugees in Liberia, the Ivory Coast and Rwanda before rejoining family members in Kampala.

In his meetings with refugees, Samite talked with them about their experiences and hopes for better futures. He relied on his musical talents to "connect" with his new friends, often engaging them in song.

Glenn H. Ivers, who produced the documentary, said the film was designed to counterbalance negative images frequently carried in media reports about Africa.

Assistant Secretary Taft said the documentary puts a human face on foreign policy issues. PRM administers U.S. refugee and assistance programs, overseeing a \$700 million annual budget that includes a fund for emergencies.

*The author is a public affairs officer in PRM.*



# Hooked on Stamps

*A retired Foreign Service officer built a second career around his lifetime hobby.*

By Donna Miles

As a young boy growing up in Atlanta, Bob Lamb developed a love of stamps. The small, colorful pieces of paper became his passport to the world, offering glimpses of faraway and exotic lands.

The intrigue of those exciting places proved so great that Mr. Lamb joined the Foreign Service in 1963, launching a 32-year career that took him to Brussels, Monrovia, Germany, Nepal and Bangkok before he was named ambassador to Cyprus. Throughout his postings—as well as those in Washington, D.C., as director of Financial Services, director of the Passport Office, assistant secretary for Administration, assistant secretary for Diplomatic Security and special negotiator for Cyprus—Mr. Lamb continued collecting stamps. He took

*Bob Lamb accepts a stamp portfolio in the British Virgin Islands.*



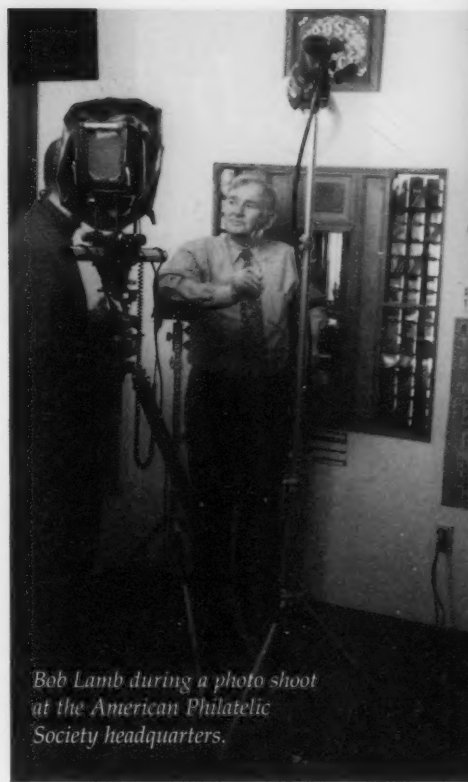
special interest in stamps from the countries where he served, amassing what he modestly calls a “moderately nice” collection of “somewhere between a quarter- and a half-million” stamps from around the world.

He said stamps gave him a unique way to develop a personal connection with the countries where he was posted. They also offered an educational and relaxing outlet that helped him cope with the day-to-day pressures of the job.

And while Mr. Lamb didn't realize it at the time, stamp collecting helped him prepare for his second career. After retiring from the Foreign Service in 1994, he was named the executive director of the American Philatelic Society, the largest stamp organization in the United States. The group has 56,000 members from 110 countries, a 50-member staff and a \$3.5 million annual operating budget.

As the society's day-to-day manager, Mr. Lamb oversees a wide range of member services: stamp shows, consignment sales, a library, a seminar program, a publishing operation that produces an award-winning monthly magazine, and an expertizing service that verifies stamps' authenticity.

“It's not unlike running an embassy, in terms of both size and the dimensions of the management challenges,” Mr. Lamb said from the society's State College, Pa., headquarters. He credits his 32 years as a Foreign Service administrative officer with helping him build the skills for his new career. “When you're in the Foreign Service, you accumulate a lot of experience in a lot of different areas,” he said. “It gives you



*Bob Lamb during a photo shoot at the American Philatelic Society headquarters.*

the opportunity to build a strong foundation for the future.”

Mr. Lamb said his work with the American Philatelic Society has allowed him to continue merging his love of stamp collecting with the strong ties he built during his Foreign Service years. John Hotchner in the Bureau of Consular Affairs is the society's president, and Edward W. “Skip” Gnehm Jr., director general of the Foreign Service and director of Personnel, as well as many other members of the Foreign Service who also belong to the society.

“Stamp collecting is a wonderful hobby,” said Mr. Lamb. “I tell people never to underestimate the value of their hobbies. Hobbies serve different purposes at different points of our lives, and they can be an important element in the transition to a new career. “As my experience demonstrates, a hobby can help build the bridge between the world you're in and the world you're moving toward.” ■

# Intern Program Brings Top Talent to State

By Mitchell A. Cohn

**D**espite downsizing and tight budgets, the U.S. government has become increasingly creative in attracting talented men and women to federal service.

The Presidential Management Intern program is one of the most novel and successful of these initiatives—and has brought exceptional people into the Civil Service at State and other agencies.

Established by executive order in 1977 to attract outstanding graduate students to federal service, the program initially drew participants from public administration or public policy schools. Today, however, they represent a wide variety of academic disciplines. Between 1978 and 1996, more than 3,500 individuals entered federal service through this program, which is celebrating its 20th anniversary this year.

All Cabinet departments and more than 50 other federal agencies have hired presidential management interns. The all-time high of 305 PMI candidates hired last year represents almost three times the previous year's number. Most of these PMIs joined the Department of Health and Human Services, but 27 came to State.

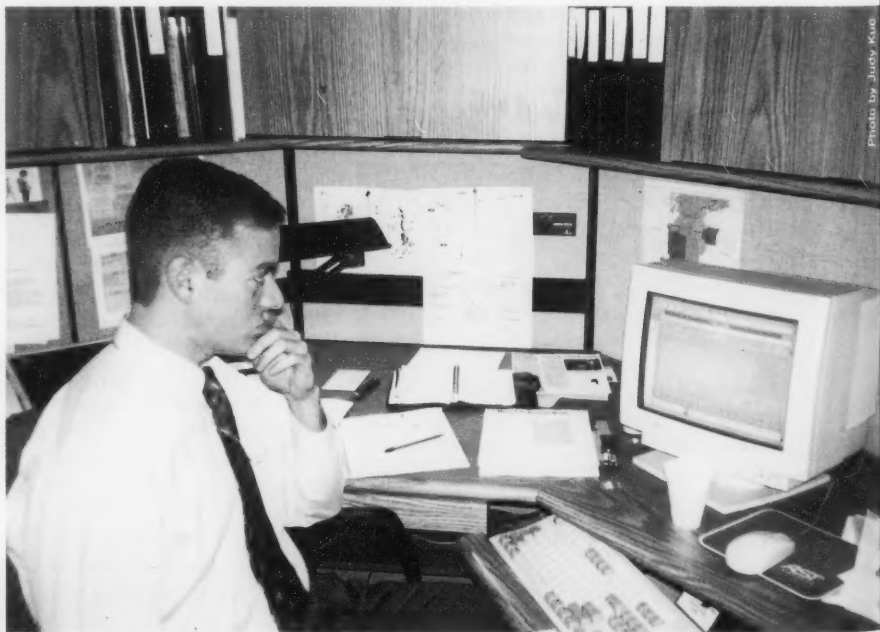
From the beginning, State was a committed participant in the PMI program. In previous years, the Department has selected between 11 and 22 participants annually. The most recent group of State PMIs, which officially joined the Department last September, included students from some of the nation's top graduate programs. The 1997 State PMIs were the first to enter as a single class with a week-long orientation and a swearing-in ceremony on the Main State's eighth floor.

Africa Bell, one of the 1997 PMIs, graduated from California State University in Long Beach with a master's degree in public administration. "I wanted to use the knowledge and skills I gained in college in a management-level position within the public sector," Ms. Bell said. She is now working in the Bureau of Personnel's Office of Resource Management.

Other members of Ms. Bell's class worked in law firms and elsewhere in the private sector before coming to State. Some were in public administration, some were in international organizations, and others had worked with State domestically or overseas. The Department's PMI program builds on these experiences to develop future managers for State.

State Department PMIs serve their two-year terms in functional, regional and administrative bureaus in such positions as program officers and foreign affairs special-

*Intern Rick Waters reads incoming cables.*





Duncan Marsh, seated, chats with intern Judy Kuo.

ists. PMIs are assigned to a home bureau for 16 months, then rotate to other bureaus to get a fuller exposure to State and government operations. The current PMI class is distributed among 12 bureaus, including European and Canadian Affairs, Public Affairs and the Office of the Inspector General.

"We gain an invaluable broad-based understanding of the State Department, build inter-bureau ties and develop skills in a variety of areas," noted Nicole Bibbins, a PMI serving in the Bureau of Population, Refugees and Migration. Ms. Bibbins, who holds a graduate degree in foreign affairs from Georgetown University, said the program "gives me the opportunity to put my academic expertise in ethnic conflict and refugee issues into practical use at the Department."

Marsha Frost, director of Personnel's recruitment division, said the PMI program works because "its focused approach both develops individual PMIs' leadership and management potential and improves the Department's public policy programs."

Ms. Frost said, "PMIs who bring a high degree of energy and talent into the federal government are dedicated to the ideals of public service so important in implement-

ing the challenging work of government today. In this way, the PMI program will help meet our Civil Service skill needs in the 21st century."

Ultimately, however, it is up to individual PMIs to get the most out of their experience at State. "Personally, I have high expectations for my career with the State Department," said Ms. Bell. "I understand the significance and benefit of my presence here both for me and for the Department. The PMI program certainly is an opportunity of a lifetime for participants." ■

*The author is a Foreign Service officer currently assigned to the Office of Recruitment.*

## How the PMI Program Works

By drawing graduate students from diverse social and cultural backgrounds, the PMI program provides a continuing source of trained men and women to meet the future challenges of public service. Students who wish to be considered for the PMI program must be nominated by the dean or appropriate official in their academic graduate program by Oct. 31 of each year.

To become a PMI, a student must demonstrate exceptional academic achievement, a capacity for leadership, a potential for future professional growth and a commitment to a career in the analysis and management of public policies and programs.

Applicants chosen as finalists attend a job fair where they are interviewed by representatives of agencies interested in hiring PMIs. After the interviews, individual agencies hire PMIs and commit resources to train and develop the future management leaders.

Once selected by an agency, PMIs receive an initial two-year appointment at the GS-9 level. After completing their first year successfully, they are promoted to GS-11, and after the second year they are eligible to be promoted to GS-12 and converted to a career or career-conditional Civil Service position.

Students interested in more information about the program should contact the head of their graduate school program or college career guidance and placement office. Information is also available by writing: U.S. Office of Personnel Management, Presidential Management Intern Program, Green Federal Building, 600 Arch St., Philadelphia, PA 19106, by calling Career America Connection at (912) 757-3000 or the Federal Job Opportunities Board at (912) 757-3100, or on the world Wide Web at: [www.usa.jobs.opm.gov](http://www.usa.jobs.opm.gov).

Courses: National Foreign Affairs Training Center

# Education & Training

Program	Aug.	Sept.	Length
<b>Advanced Area Studies</b>			
Albania (AR 563)		Hispanic Caribbean (AR 538)	
Andean Republics (AR 533)		Italy (AR 594)	
Arabian Peninsula/Gulf (AR 541)		Insular Southeast Asia (AR 571)	
Baltic States (AR 588)		Iberian Peninsula (AR 591)	
Benelux/EU/NATO (AR 568)		Japan (AR 522)	
Brazil (AR 535)		Korea (AR 523)	
Bulgaria (AR 564)		Lusophone Africa (AR 514)	
Caucasus (AR 585)		Mainland Southeast Asia (AR 572)	
Central America (AR 539)		Mexico (AR 531)	
Central Asia (AR 586)		Mongolia (AR 524)	
China/Hong Kong/Taiwan (AR 521)		Nordic Countries (AR 596)	
Eastern Africa (AR 511)		Northern Africa (AR 515)	
East Central Europe (AR 582)		Poland (AR 587)	
Fertile Crescent (AR 542)		Romania (AR 569)	
Former Yugoslavia (AR 562)		Russia/Belarus (AR 566)	
France (AR 567)		South Asia (AR 560)	
Francophone Africa (AR 513)		Southern Africa (AR 512)	
German-Speaking Europe (AR 593)		Turkey (AR 543)	
Greece/Cyprus (AR 589)		Ukraine (AR 565)	
Haiti (AR 536)			

These courses are integrated with the corresponding languages and are scheduled weekly for three hours. Starting dates correspond to starting language dates.

Program	Aug.	Sept.	Length
<b>Intensive Area Studies</b>			
East Asia (AR 220)	10	—	2 Weeks
Europe (AR 291)	10	—	2 Weeks
Inter-American Studies (AR 239)	10	—	2 Weeks
Near East/North Africa (AR 240)	10	—	2 Weeks
South Asia (AR 260)	10	—	2 Weeks
Southeast Asia (AR 270)	10	—	2 Weeks
Sub-Saharan Africa (AR 210)	10	—	2 Weeks
Russia/Eurasia (AR 281)	10	—	2 Weeks

Program	Aug.	Sept.	Length
<b>SLS, Basic Language Courses (Full-Time Training)</b>			
Albanian (LAB 100)	24	—	23/44 Weeks
Amharic (LAC 100)	24	—	23/44 Weeks
Arabic (Egyptian) (LAE 100)	24	—	23/44 Weeks
Arabic (Modern Standard) (LAD 100)	24	—	23/44 Weeks
Armenian (LRE 100)	24	—	23/44 Weeks
Azerbaijani (LAX 100)	24	—	23/44 Weeks
Bengali (LBN 100)	24	—	23/44 Weeks
Bulgarian (LBU 100)	24	—	23/44 Weeks
Burmese (LBY 100)	24	—	23/44 Weeks
Chinese (Mandarin) (Standard) (LCM 100)	24	—	23/44 Weeks
Chinese (Mandarin) (2nd Year) (LCM 102)	24	—	44 Weeks
Chinese (Cantonese) (LCC 100)	24	—	23/44 Weeks
Croatian (LHR 100)	24	—	23/44 Weeks
Czech (LCX 100)	24	—	23/44 Weeks

Program	Aug.	Sept.	Length
Danish (LDA 100)	24	—	23 Weeks
Dutch/Flemish (LDU 100)	24	—	23 Weeks
Estonian (LES 100)	24	—	23/44 Weeks
Finnish (LFJ 100)	24	—	23/44 Weeks
French (LFR 100)	24	—	24 Weeks
German (LGM 100)	24	—	24 Weeks
Greek (LGR 100)	24	—	23/44 Weeks
Haitian Creole (LHC 100)	24	—	23 Weeks
Hebrew (LHE 100)	24	—	23/44 Weeks
Hindi (LHJ 100)	24	—	23/44 Weeks
Hungarian (LHU 100)	24	—	23/44 Weeks
Indonesian (LJN 100)	24	—	23/36 Weeks
Italian (LJT 100)	24	—	24 Weeks
Japanese (LJA 100)	24	—	23/44 Weeks
Khmer (Cambodian) (LCA 100)	24	—	23/44 Weeks
Korean (LKP 100)	24	—	23/44 Weeks
Lao (LLC 100)	24	—	23/44 Weeks
Latvian (LLE 100)	24	—	23/44 Weeks
Lithuanian (LLT 100)	24	—	23/44 Weeks
Malay (LML 100)	24	—	23/36 Weeks
Mongolian (LMV 100)	24	—	23/4 Weeks
Nepali/Nepalese (LNE 100)	24	—	23/44 Weeks
Norwegian (LNR 100)	24	—	23 Weeks
Persian/Dari (Afghan) (LPG 100)	24	—	23/44 Weeks
Persian/Farsi (Iranian) (LPF 100)	24	—	23/44 Weeks
Pilipino/Tagalog (LTA 100)	24	—	23/44 Weeks
Polish (LPL 100)	24	—	23/44 Weeks
Portuguese (LPY 100)	24	—	24 Weeks
Portuguese (European) (LPY 101)	24	—	24 Weeks
Romanian (LRJ 100)	24	—	23/44 Weeks
Russian (LRU 100)	24	—	23/44 Weeks
Russian (Advanced) (LRU 101)	24	—	44 Weeks
Serbian (LSR 100)	24	—	23/44 Weeks
Slovak (LSK 100)	24	—	23/44 Weeks
Spanish (LQB 100)	24	—	24 Weeks
Swahili/Kiswahili (LSW 100)	24	—	23/36 Weeks
Swedish (LSY 100)	24	—	23 Weeks
Tajiki (LTB 100)	24	—	23/44 Weeks
Thai (LTH 100)	24	—	23/44 Weeks
Turkish (LTU 100)	24	—	23/44 Weeks
Ukrainian (LUK 100)	24	—	23/44 Weeks
Urdu (LUR 100)	24	—	23/44 Weeks
Uzbek (LUX 100)	24	—	23/44 Weeks
Vietnamese (LVS 100)	24	—	23/44 Weeks

Program	Aug.	Sept.	Length
<b>(F.A.S.T.) Language Courses</b>			
Albanian (F.A.S.T.) (LAB 200)	24	—	8 Weeks
Amharic (F.A.S.T.) (LAC 200)	24	—	8 Weeks
Arabic (Egyptian) (F.A.S.T.) (LAE 200)	24	—	8 Weeks

Courses: National Foreign Affairs Training Center

# Education & Training

Program	Aug.	Sept.	Length	Program	Aug.	Sept.	Length
<b>(F.A.S.T.) Language Courses, Continued</b>							
Arabic (Modern Standard) (F.A.S.T.) (LAD 200)	24	—	8 Weeks	Tajiki (F.A.S.T.) (LTB 200)	24	—	8 Weeks
Armenian (F.A.S.T.) (LRE 200)	24	—	8 Weeks	Thai (F.A.S.T.) (LTH 200)	24	—	8 Weeks
Azerbaijani (F.A.S.T.) (LAX 200)	24	—	8 Weeks	Turkish (F.A.S.T.) (LTU 200)	24	—	8 Weeks
Bengali (F.A.S.T.) (LBN 200)	24	—	8 Weeks	Ukrainian (F.A.S.T.) (LUK 200)	24	—	8 Weeks
Bulgarian (F.A.S.T.) (LBU 200)	24	—	8 Weeks	Urdu (F.A.S.T.) (LUR 200)	24	—	8 Weeks
Burmese (F.A.S.T.) (LBY 200)	24	—	8 Weeks	Uzbek (F.A.S.T.) (LUX 200)	24	—	8 Weeks
Chinese (Mandarin) (Standard) (F.A.S.T.) (LCM 200)	24	—	8 Weeks	<b>Overseas Field School Language Training</b>			
Chinese (Cantonese) (F.A.S.T.) (LCC 200)	24	—	8 Weeks	Arabic (Field School) (LAD 950)	3	—	45 Weeks
Croatian (F.A.S.T.) (LHR 200)	24	—	8 Weeks	Chinese (Field School) (LCM 950)	10	—	44 Weeks
Czech (F.A.S.T.) (LCX 200)	24	—	8 Weeks	Japanese (Field School) (LJA 950)	10	—	44 Weeks
Danish (F.A.S.T.) (LDA 200)	24	—	8 Weeks	Korean (Field School) (LKP 950)	17	—	44 Weeks
Dutch/Flemish (F.A.S.T.) (LDU 200)	24	—	8 Weeks	<b>Administrative Training</b>			
Estonian (F.A.S.T.) (LES 200)	24	—	8 Weeks	Appropriation Law (PA 215)	18	—	4 Days
Finnish (F.A.S.T.) (LFJ 200)	24	—	8 Weeks	Budget & Financial Management (PA 211)	7	—	7 Weeks
French (F.A.S.T.) (LFR 200)	24	—	8 Weeks	CFMS—Budget Execution (PA 151)	26	—	2 Days
German (F.A.S.T.) (LGM 200)	24	—	8 Weeks	CFMS—Miscellaneous Obligations (PA 154)	24	—	2 Days
Greek (F.A.S.T.) (LGR 200)	24	—	8 Weeks	CFMS—Requisition Documents (PA 153)	18	—	2 Days
Haitian Creole (F.A.S.T.) (LHC 200)	24	—	8 Weeks	CFMS—System Overview and Orientation (PA 150)	14	—	1 Day
Hebrew (F.A.S.T.) (LHE 200)	24	—	8 Weeks		17	—	
Hindi (F.A.S.T.) (LHJ 200)	24	—	8 Weeks	CFMS—Travel Orders (PA 155)	20	—	2 Days
Hungarian (F.A.S.T.) (LHU 200)	24	—	8 Weeks	Customer Service (PA 143)	—	3	2 Days
Icelandic (F.A.S.T.) (LJU 200)	24	—	8 Weeks	FSN Classification and Compensation (PA 232)	—	8	2 Weeks
Indonesian (F.A.S.T.) (LJN 200)	24	—	8 Weeks	General Services Operation (PA 221)	17	14	12 Weeks
Italian (F.A.S.T.) (LJT 200)	24	—	8 Weeks	Management Control Workshop (PA 137)	—	14	2 Days
Japanese (F.A.S.T.) (LJA 200)	24	—	8 Weeks	Overseas Administrative Officer's Course (PA 243)	17	—	2 Weeks
Khmer (Cambodian) (F.A.S.T.) (LCA 200)	24	—	8 Weeks	Overseas Contracting Officer's Warrant Training (PA 223)	31	—	4 Weeks
Korean (F.A.S.T.) (LKP 200)	24	—	8 Weeks	Personnel Course (PA 231)	17	—	7 Weeks
Lao (F.A.S.T.) (LLC 200)	24	—	8 Weeks	Working with ICASS (PA 214)	11	22	4 Days
Latvian (F.A.S.T.) (LLE 200)	24	—	8 Weeks	ICASS One-Day Seminar (PA 245)	10	16	1 Day
Lithuanian (F.A.S.T.) (LML 200)	24	—	8 Weeks	How to Be a Certifying Officer (PA 291)	Correspondence Course		
Malay (F.A.S.T.) (LML 200)	24	—	8 Weeks	How to Be a Contracting Officer Rep. (PA 130)	Correspondence Course		
Mongolian (F.A.S.T.) (LMV 200)	24	—	8 Weeks	How to Write a Statement of Work (PA 134)	Correspondence Course		
Nepali/Nepalese (F.A.S.T.) (LNE 200)	24	—	8 Weeks	Intro. to Simplified Acquisitions and Req. Overseas (PA 222)	Correspondence Course		
Norwegian (F.A.S.T.) (LNR 200)	24	—	8 Weeks	Management Controls Workbook (PA 164)	Correspondence Course		
Persian/Dari (Afghan) (F.A.S.T.) (LPG 200)	24	—	8 Weeks	Training for Overseas Cashier Supervisor (PA 294)	Correspondence Course		
Persian/Farsi (Iranian) (F.A.S.T.) (LPF 200)	24	—	8 Weeks	Training for Overseas Cashier (PA 293)	Correspondence Course		
Pilipino/Tagalog (F.A.S.T.) (LTA 200)	24	—	8 Weeks	Training for Overseas Voucher Examiners (PA 200)	Correspondence Course		
Polish (F.A.S.T.) (LPL 200)	24	—	8 Weeks				
Portuguese (Brazilian) (F.A.S.T.) (LPY 200)	24	—	8 Weeks				
Romanian (F.A.S.T.) (LRQ 200)	24	—	8 Weeks				
Russian (F.A.S.T.) (LRU 200)	24	—	8 Weeks				
Serbian (F.A.S.T.) (LSR 200)	24	—	8 Weeks				
Slovak (F.A.S.T.) (LSK 200)	24	—	8 Weeks				
Spanish (F.A.S.T.) (LQB 200)	24	—	8 Weeks				
Swahili/Kiswahili (F.A.S.T.) (LSW 200)	24	—	8 Weeks				
Swedish (F.A.S.T.) (LSY 200)	24	—	8 Weeks				

**Courses: National Foreign Affairs Training Center**

# Education & Training

Program	Aug.	Sept.	Length	Program	Aug.	Sept.	Length
<b>Consular Training</b>				<b>Word 97 For Windows, Advanced (PS 246)</b>			
Automation for Consular Officers (PC 116)	3	14	1 Week		6	3	1 Day
	26	—			17	30	
Congen Rosslyn Consular (PC 530)	Continuous Enrollment		6 Days	<b>Word 6.0 For Windows Workshop (PS 252)</b>	7	4	0.5 Days
Consular Orientation (PC 105)	Continuous Enrollment			<b>Access 97 For Windows, Introduction (PS 250)</b>	12	16	2 Days
Immigration Law and Visa Operation (PC 102)	Correspondence Course				26	30	
Nationality Law and Consular Procedures (PC 103)	Correspondence Course			<b>Access 97 For Windows, Intermediate (PS 251)</b>	3	9	2 Days
Overseas Citizens' Services (PC 104)	Correspondence Course		6 Days		—	16	
Passport Examiners' Correspondence Course (PC 110)	Correspondence Course			<b>Excel 97 For Windows, Introduction (PS 270)</b>	10	14	2 Days
					24	28	
<b>Curriculum and Staff Development</b>				<b>Excel 97 For Windows, Intermediate (PS 271)</b>	12	21	2 Days
Basic Facilitation & Delivery Workshop (PD 513)	12	—	3 Days		27	—	
<b>Economic and Commercial Training</b>				<b>Excel 5.0 For Windows Workshop (PS 254)</b>	14	11	0.5 Days
Export Promotion (PE 125)	17	—	1 Week	<b>PowerPoint 97 For Windows, Introduction (PS 240)</b>	10	14	2 Days
Energy Attaché Training (PE 127)	3	—	1 Week		24	28	
FS Economic and Commercial Studies (PE 250)	—	14	36 Weeks	<b>PowerPoint 97 For Windows Intermediate (PS 241)</b>	18	30	1 Day
Scientific Technology and Foreign Policy (PG 562)	—	14	1 Week	<b>PowerPoint 5.0 For Windows Workshop (PS 253)</b>	21	18	0.5 Days
<b>Leadership &amp; Management Development</b>				<b>Managing Information Programs (PS 213)</b>	—	8	3 Weeks
EEO/Diversity Awareness for Managers and Supervisors (PT 107)	6	3	2 Days	<b>Network Essentials (PS 214)</b>	—	1	3 Days
	13	10		<b>Windows NT 4.0 Administration (PS 261)</b>	—	8	2 Weeks
	20	17		<b>MS Exchange Basic (PS 269)</b>	—	21	1 Day
	27	24		<b>PC/Windows NT 4.0 Fundamentals (PS 201)</b>	10	14	2 Days
Inspector's Management (PT 104)	—	8	4 Days		17	21	
Introduction to Management Skills (PT 207)	—	14	1 Week		24	28	
Performance Management Seminar (PT 205)	10	—	3 Days	<b>Windows NT Advanced End User (PS 202)</b>	11	1	1 Day
Managing Change (PT 206)	4	—	1 Day		28	22	
Managing State Projects (PT 208)	—	28	1 Week	<b>Corporate Systems Administration (PS 654)</b>	10	—	4 Weeks
<b>Information Management Training</b>				<b>Warrenton—Information Management Training</b>			
Internet Concepts (PS 218)	7	4	1 Day	<b>Backup-Limited Communications Operations (YW-119)</b>	17	28	2 Weeks
	14	11		<b>TEL/KEY SYS—Intro. to Telephone and Key Systems (YW-140)</b>	17	21	1 Week
	21	18		<b>Refresher Communication (YW-164)</b>	3	8	1 Week
Word 97 For Windows, Introduction (PS 232)	5	2	2 Days		10	14	
	12	10			17	21	
	19	16			24	28	
	—	23			31	—	
Word 97 For Windows, Intermediate (PS 233)	5	2	1 Day	<b>DATAComm—Introduction (YW-173)</b>	17	28	2 Weeks
	17	16					
	—	29					

**Courses: National Foreign Affairs Training Center**

# Education & Training

Program	Aug.	Sept.	Length	Program	Aug.	Sept.	Length
<b>Warrenton—Information Management Training, Continued</b>				<b>Office Management Training</b>			
CLAN/Class Local Area Network (YW 177)	17	21	4 Weeks	Civil Service Office Support Professional Program (PK 206)	—	22	15 Weeks
TERP 5/Term Equipment Program (YW 184)	3	—	2 Weeks	Effective Speaking and Listening Skills (PK 240)	10	—	2 Weeks
ADP—Automated Data Processing (YW-190)	—	7	4 Weeks	Files Management and Retirement (PK 207)	28	—	1 Day
SC-7 Operations and Maintenance (YW 192)	—	28	3 Weeks	Level 3 Foreign Service Secretarial Training (PK 302)	3	—	2 Weeks
	31	—		Senior Secretarial Seminar (PK 111)	—	9	3 Days
Network Windows 3.11 (YW 210)	3	28	1 Week	Supervisory Studies Seminar (PK 245)	17	—	1 Week
	31	—		Travel Regulations and Voucher (PK 205)	6	17	2 Days
SX-50—Mitel PBX SX-50 (YW-219)	24	28	1 Week	Employee Relations (PK 246)	13	—	2 Days
SX-200D—Mitel PBX SX-200 Digital (YW-220)	31	—	1 Week	Office Management 2000 (PK 330)	24	—	2 Weeks
SX-2000—Mitel PBX SX-2000 Analog (YW-221)	10	14	1 Week	<b>Political Training</b>			
SX-20/200A—Mitel PBX SX-20/200 Analog (YW-222)	3	7	1 Week	Executive Congressional Relations (PP 204)	—	8	3 Days
CIP—Current Installation Practice (YW 203) 4 Weeks	—	—	21	Multilateral Diplomacy (PP 211)	3	—	3 Days
Generators—Power Generator Systems (YW 206)	17	28	2 Weeks	Foreign Affairs Interdepartmental Seminar (PP 101)	—	14	2 Weeks
Commercial Terminal CT-7/9 (YW 212)	3	14	1 Week	Human Rights in the Foreign Policy Process (PP 507)	—	14	1 Day
	24	—		Negotiation Art and Skills (PP 501)	—	28	1 Week
Wide-Band Digital Transmission Networking (YW 213)	31	—	2 Weeks	PRM Orientation Workshop (PP 516)	17	—	1 Week
Basic PC Maintenance (YW 224)	24	—	1 Week	<b>Security Overseas Seminar</b>			
Windows NT 4.0 Local Administration (YW 225)	10	7	2 Weeks	Advanced Security Overseas Seminar (MQ 912)	11	29	1 Day
BPS—Black Packet Switching (YW-334)	17	14	1 Week	SOS: Security Overseas Seminar (MQ 911)	3	14	2 Days
Meridian 61C (YW-497)	24	28	2 Weeks		17	—	
Banyan Local Area Networks (YW 640)	3	7	2 Weeks	Youth SOS (MQ 914)	4	—	1 Day
PC B/A—Personal Computer Basics Advanced (YW-641)	3	—	3 Weeks		11	—	
	31	—		Overseas Briefing Center (non-SOS)			
Microsoft Exchange (YW 749)	24	21	1 Week	American Studies (MQ 115)	8	—	1 Day
IDNX/90 EXS, IDNX/20 and IDNX MICRO/20 (YW-850)	3	14	1 Week	Communicating Across Cultures (MQ 802)	1	—	1 Day
<b>Junior Officer Training and Orientation Training</b>				DC Employment Scene (MQ 350)	—	19	0.2 days
Orientation for FS Officers (PG 101)	—	14	7 Weeks	English Teaching Seminar (MQ 107)	4	—	3 Days
Orientation for FS Specialists (PN 106)	24	21	3 Weeks	Staying Safe in DC (MQ 330)	—	23	0.2 Days
Orientation for Designated Posts (PN 112)	20	—	2 Days	<b>Career Transition Center</b>			
Orientation for Civil Service Employees (PN 105)	—	9	3 Days	Retirement Planning Seminar (RV 101)	—	28	1 Week
Washington Tradecraft (PT 203)	—	8	1 Week	Financial and Estate Planning (RV 103)	11	—	1 Day

All computer classes fill quickly. Please contact the Office of the Registrar at (703) 302-7147 to find out about enrollment status. Students should check with the Office of the Registrar at (703) 302-7144 to confirm course dates.

## LIBRARY REPORT

# Books for the General Reader

By Dan Clemmer

While most of the books the Ralph J. Bunche Library acquires focus on certain subjects—international relations, history, area studies, political biographies, political science, international law and economics—we realize that our customers also need books in a wide range of other subjects. The following books, acquired so far in 1998, represent subjects outside this core area. The annotations are taken either from reviews or the book jackets. Library call numbers follow each annotation.

*Architects of the Web: 1,000 Days that Built the Future of Business* by Robert Reid is a 1997 John Wiley & Sons publication. It focuses on the history and evolution of the World Wide Web through profiles of its architects. HD9696.C63U5644

*Buying the Night Flight: Autobiography of a Woman Foreign Correspondent* by Georgie Anne Geyer is a 1997 Brassey's publication that tells the exciting story of her career. PN4874.G356A33.

*Cyberwars: Espionage on the Internet* by Jean Guisnel is a 1997 Plenum trade publication. This book documents the terrifying story of how a few individuals have manipulated this far-reaching new medium for personal or political gain, and calls for a national data-encryption standard that would make it possible for law-enforcement agencies to decode private voice and data communications. HV6773.G8513

*ErgoWise: A Personal Guide to Making Your Workspace Comfortable and Safe* by William Schaffer and Rab Cross is a 1996 publication of the American Management Association. It provides valuable information to enable readers to improve the safety and comfort of their workspace. TA166.S36 Ref.

*The Essential Guide to Prescription Drugs*, 1998 edition, by James Rybacki and James Long is a publication of Harper Perennial. It provides detailed and comprehensive information on the most important drugs in current use. RM302.5.R85 Ref.

*The Irish in America*, edited by Michael Coffey, is a 1997 Hyperion publication. This book was published to celebrate the accomplishments of Irish Americans and to commemorate the 150th anniversary of the potato famine in Ireland, which led to one of the largest migrations in history. E184.I6I684



*A Shining Thread of Hope: The History of Black Women in America* by Darlene Hine and Kathleen Thompson is a 1998 Broadway Books publication. It is the first comprehensive history of black women in America from indentured servitude in the early American colonies to the triumphs of the Civil Rights era. E185.86.H68

*Simply Speaking: How to Communicate Your Ideas with Style, Substance, and Clarity* by Peggy Noonan is a 1998 Regan Books publication. The author shares her experiences from years in the White House speechwriting trenches and offers specific techniques, fascinating anecdotes and professional secrets of the trade. PN4121.N66

*Territorial Games: Understanding and Ending Turf Wars at Work* by Annette Simmons is a 1998 American Management Association publication. Based on hundreds of interviews with corporate managers, the book gives a name to a set of territorial behaviors and explains what emotions are driving these behaviors and how to combat workplace turf wars. HD5549.S5895

*The Truth About Burnout: How Organizations Cause Personal Stress and What to Do About It* by Christina Maslach and Michael Leiter is a 1997 Jossey-Bass publication. The authors believe that when workers experience job burnout, they are not solely responsible for this problem. Instead, burnout is a sign of dysfunction within the organization. The authors give workers, managers and company leaders guidelines and strategies for eradicating the underlying problems within an organization that are the true source of burnout. HF5548.85.M373

*Urban Odyssey: A Multicultural History of Washington, D.C.*, edited by Francine Cary, is a 1996 publication of the Smithsonian Institution Press. This book explores the migrant and immigrant experience in Washington, D.C., with a collection of essays focusing on the community-building efforts and social relations of diverse groups of native-born and foreign-born newcomers. JV6904.U73

*Wall Street: A History* by Charles Geisst is a 1997 Oxford University Press publication. It is a fascinating chronicle of America's securities industry and its role in our nation's economic development, from the Revolutionary War to the fall of Drexel Burnham Lambert, ranging over two centuries. HG4572.G4 ■

The author is State's chief librarian.



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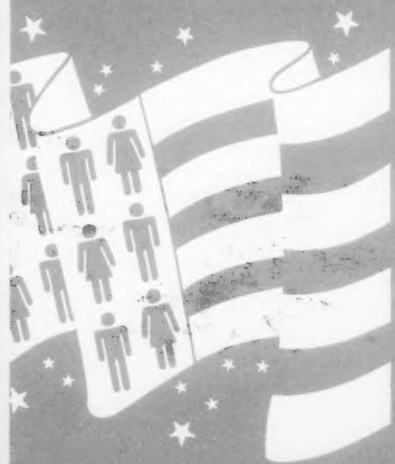
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